

STRATEGIC CORPORATE SOCIAL RESPONSIBILITY
AND ONLINE DONATION IN INTERCOLLEGIATE SPORTS

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DEDICATION

This dissertation is dedicated to my father, mother, and older sister who have taught me valuable life lessons.

Abstract

Intercollegiate athletic departments are relying more on fundraising revenues through donations to cover increasing operating costs. However, there have been no effective strategies through CSR activities to attract college sport fans' online donation intentions. This study examined strategic CSR initiatives in intercollegiate sports. The study was conducted in the form of two sub-studies to students, faculty/staff, alumni, and local resident fans of the University of Minnesota. The first study examined how CSR initiatives through the official athletic site affected fans' online donation intentions in the form of online survey. Study one results revealed 1) information quality of CSR initiatives through the official athletic site affected fans' e-satisfaction with CSR initiatives; 2) fans' e-satisfaction with CSR initiatives affected fans' identification with the athletic department, attachment to the university, and fans' online donation intentions; and 3) ease of donation, utility satisfaction, and receiving services affected fans' online donation intentions. Study two examined how fans' online donation intentions were different according to type of CSR initiatives (fan participatory / information delivery) and media (social media / traditional media) in the form of experimental survey. Study two results demonstrated using fan participatory CSR initiatives had a greater effect on a fan's online donation intention to the athletic department than using information delivery CSR initiatives. In the case of media, communicating CSR initiatives through social media had a greater effect on a fan's online donation intention than communicating CSR initiatives through traditional media.

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CHAPTER ONE

INTRODUCTION

Background of the Study

The annual operating cost of intercollegiate athletic departments has rapidly increased over the past decade (Howard & Crompton, 2014). According to the National Collegiate Athletic Association (NCAA) Division I Intercollegiate Athletics Programs Revenues and Expenses Report (2014), total expenditures of Division I athletic programs in Football Bowl Subdivision (Division I-A) has increased 93% from \$29 million in 2004 to 56 million in 2012. For this reason, intercollegiate athletic departments are relying more on fundraising revenues through donations, “the second largest revenue source for college athletic programs” (McEvoy, Morse, & Shapiro, 2013, p. 250). At issue is that athletic departments have focused heavily on wealthy individuals and organizations for donations who can afford to contribute substantial amounts of money to the athletic department. An untapped source for soliciting donations, albeit smaller, is approaching middle class individuals and/or students who are fans of the athletic department and could afford smaller donation amounts.

Many corporate organizations such as YAHOO, Dell, Starbucks, and McDonalds are strategically marketing their Corporate Social Responsibility (CSR) activities through social media to enhance their image in the community (Kesavan, Bernacchi, & Mascarenhas, 2013). Marketing their CSR initiatives through social media is an effective means for attracting consumers (Kesavan et al., 2013). Professional sport teams and leagues in the United States are also strategically utilizing a variety of CSR activities to

attract sport fans (Babiak, Mills, Tainsky, & Juravich, 2012). However, intercollegiate athletic departments rarely promote their CSR activities and those that do, generally do not use social media or strategically market their CSR activities to their fans. In this sense, using CSR activities through social media can be an effective way to increase fans' donations to intercollegiate athletic departments.

There have been many attempts to establish a better understanding about donor motivations to athletic departments (Baxter & Taks, 2007; Billing, Holt, & Smith, 1985; Holquist, 2011; Ko, Rhee, Walker, & Lee, 2013; Mahony, Gladden, & Funk, 2003; Staurowski, Parkhouse, & Sachs, 1996; Tsotsou, 1998, 2007; Verner, Hecht, & Fansler, 1998; Walker, 2013). These scholars have found that several tangible (e.g., parking and tax waiver) and intangible (e.g., psychological commitment and philanthropy) benefits affect donor's motivations to athletic departments. Despite the plethora of research on donor motivations to athletic departments (Ko et al., 2013; Billing et al., 1985; Holquist 2011; Mahony et al., 2003; Staurowski et al., 1996; Tsotsou, 1998, 2007; Verner et al., 1998; Walker, 2013), minimal research exists regarding athletic department marketing strategies that use social media to promote college sport fans' donations. Of the 126 schools in NCAA Division I-A, few are publicizing their CSR activities, such as promotional giveaways, volunteering, or supporting student-athletes through social networking sites as a means to promote donations to the athletic department. Therefore, most athletic departments are under-utilizing their websites or social networking sites as strategic marketing tool to promote fans' donations toward the athletic department.

Social media means online based media platforms through social networking sites defined as "sites driven by user-participation and user-generated content" (Waters,

Burnett, Lamm, & Lucas, 2009, p. 103) such as Facebook, Twitter, video-sharing sites (e.g., YouTube), and photo sharing sites (e.g., Flickr and Picasa) (Kesavan et al., 2013). Websites on the internet are one of the most effective and preferred communication channels for organizations to connect with individuals by providing unlimited space for communicating their CSR activities (Chaudhri & Wang, 2007). Gomez and Chalmeta (2011) found that 82% of profitable companies in the United State take advantage of promoting their CSR initiatives on their websites. However, only 27% of the organizations had interactive CSR communication features through social networking sites such as Facebook or Twitter. Gometz and Chalmeta's (2011) research shows that most organizations' websites highlight their CSR activities, however they do not advertise how individuals can participate in companies' CSR programs.

In the same context, a sport organization's website is an important communication vehicle and can be an effective marketing strategy to attract sports fans (Hur, Ko, & Valacich, 2011). Although organizations might provide CSR information such as charitable giving or endowments on their websites, there is little information used that attracts fans and shares with them how they can participate in CSR activities on the website. Considering that web-based CSR communication is an effective marketing strategy (Chaudhri & Wang, 2007; Gomez & Chalmeta, 2011; Lindgreen & Swaen, 2010), it is important to understand the potential impact that marketing athletic department's CSR activities could have on online donor intentions because it could serve as an effective fundraising tool for athletic departments.

Purpose of the Study

The purpose of this study therefore is to examine the influence of an athletic department's CSR initiatives on fans' donation intentions and to determine if it is an effective way that an athletic department can utilize their CSR initiatives strategically to attract a fan's donation intention. More specifically, this study aims to examine the effectiveness of: 1) web-based CSR initiatives on fan's online donation intentions; 2) fan participatory CSR initiatives on their online donation intentions compared to information delivery CSR initiatives on fan's online donation intentions; and 3) CSR initiatives through social media compared to CSR initiatives through traditional media such as television or newspaper. Based on the study's purpose, the following research questions were addressed by conducting two studies.

Study one answered the following:

RQ 1: Do a collegiate athletic department's CSR initiatives through the official athletic site affect a fan's online donation intention to the athletic department?

Study two answered the following:

RQ 1: Are fan participatory CSR initiatives more effective on a fan's online donation intention to the athletic department than information delivery CSR initiatives?

RQ 2: Are CSR initiatives through social media more effective on a fan's online donation intention to the athletic department than CSR initiatives through traditional media?

Need for the Study

This research examined the marketing of athletic department CSR initiatives as a means to enhance donor intentions has empirical, theoretical, and practical implications. Empirically, CSR has been extensively examined in academic research as well as in the field of business as a corporate agenda item (Colvin, 2001; Harrison & Freeman, 1999; Klein & Dawar, 2004; Perrini, Pogutz, & Tencati, 2006; Sen & Bhattacharya, 2001; Waddock & Smith, 2000). While much work has been conducted on CSR in professional sports (Lacey & Kennett-Hensel, 2010; Smith & Westerbeek, 2007; Walker et al., 2010), to date limited studies have examined CSR strategies in college sports. A gap in research also exists regarding using social media as a marketing strategy to enhance donor intentions. This research has an empirical contribution in the sense that the research focuses on examining effectiveness of web-based CSR initiatives on fans' online donation intentions.

Sport CSR research has been examined from various theoretical perspectives such as stakeholder theory (Jamali, 2008), social identity theory (Gond, El-Akrehi, Igalens, & Swaen, 2010), and social exchange theory (Gond et al., 2010; Salam, Rao, & Pegels, 1998; Shiao & Luo, 2012). Each theory, however, is limited in explaining the relationship between sport organizations' CSR initiatives and people's donation behaviors. Many studies have used those theories to examine sport organizations' CSR activities or individuals' donation motivations respectively. However, minimal research exists regarding theories that explain how strategically CSR activities can be utilized through social media to attract fans' donation behaviors, specifically in an intercollegiate athletic setting. This study has a theoretical contribution in the sense that this study interwove

existing theory (social exchange theory) associated with CSR and donations into theories that explain social media (dialogic communication theory and trust-commitment theory of relationship marketing) to understand how CSR initiatives through social media work on fans' online donation intentions.

In practice, the financial challenges in intercollegiate athletic departments caused by increased operating costs, have lead them to focus on other revenue sources (Howard & Crompton, 2014). A problem is that many athletic departments are passive in utilizing CSR initiatives through their websites or social networking sites to stimulate fans' donations. This study contributes to understanding whether utilizing CSR activities to attract fans' donation intentions to an athletic department is effective and, if so, how athletic departments should take advantage of their websites and relevant social networking sites, and what types of CSR initiatives they should develop to attract fans. This study also provides information regarding what factors athletic departments should consider when they are using CSR initiatives through online media to attract fans' donations. This study has a practical contribution in the sense that the study could offer substantial information as to the way that athletic departments increase their revenues by utilizing CSR activities strategically through social media as an effective fundraising tool as well as enhancing the relationship with fans.

CHAPTER TWO

REVIEW OF LITERATURE

Defining Corporate Social Responsibility

The origin of studying CSR traces back to late 1800s. CSR in the early stages has been practiced in the form of charitable donations or philanthropy (Sethi, 1977).

However, many studies of CSR have attempted to present how the concept of CSR has been grounded in the idea of individual giving or organizational giving and how the concept has been developed into ‘social responsibility’ since the early 1900s (Altman, 1998; Glac, 2010; Godfrey, 2005; Lantos, 2001; Popiolek, 2007; Vidaver-Cohen & Altman, 2000).

The concept of CSR was developed in the early 1930s by Wendell Wilkie who was the first leader of corporate responsibility and educated social responsibilities to businessmen at that time (Carroll, 1979; Cheit, 1964; Popiolek, 2007). In 1953, initial terminology of CSR was used as a term of social responsibility of business in the book, “Social Responsibilities of the Businessman,” written by Bowen Howard (1953) who is called the “father of CSR” and the term, Corporate Social Responsibility (CSR), has been used since that time (Garriga & Mel’e, 2004, p. 51). In the 1960s, there has been a great deal of variation in understanding the concept of CSR. Davis (1960) maintained that the concept of CSR should be referred to as “businessmen’s decisions and actions taken for reasons at least partially beyond the firm’s direct economic or technical interest” (p. 70). Eells and Walton (1969) argued that the concept of CSR should be considered in terms of

issues occurring in corporations and ethical principles of the relationship between the corporation and society.

McGuire (1963) suggested that the idea of corporate social responsibility should be extended to contribute to society beyond the scope of economic and legal obligations in business. The discrepancy of understanding the concept of CSR continued in the 1970s. Backman (1975) suggested that the concept of social responsibility should consider diverse objectives in business in addition to economic performance such as profits. Today's concept of CSR was predicated during the 1960s on the notion that corporations should consider their responsibilities that go beyond their legal obligations (Bronn & Vrioni, 2001).

Despite the plethora of research on CSR (Bronn & Vrioni, 2001; Carroll, 1979; Dahlsrud, 2008; Friedman, 2009; Lantos, 2001; Mintzberg, 1983; Van Marrewijk, 2003) and numerous efforts to clarify the definition of CSR (Banerjee, 2001; Dahlsrud, 2008; Henderson, 2001; Schwartz, 1997; Van Marrewijk, 2003), there is still no consensus as to how CSR should be defined (Dahlsrud, 2008). Although the concept of CSR has been recognized as the most effective way to give corporations benefits by solving social issues such as poverty, social exclusion, and environmental problems (Van Marrewijk, 2003), questions remain regarding the concept of CSR and its scope (Banerjee, 2001; Henderson, 2001; Van Marrewijk, 2003).

In defining the concept of CSR, one of the most highly adopted CSR definitions is derived from Carroll's (1979) model. Carroll (1979) categorized the concept of CSR into four types: economic, legal, ethical, and discretionary. The *economic responsibility* supposes that the business institution, as the basic economic unit of society, has "a

responsibility to produce goods and services that society wants and to sell them at a profit” (p. 500). This perspective entails benefits for owners and shareholders, creating new jobs, products, and services, discovering new resources, and promoting technological advancement (Jamali, 2008). The *legal responsibility* assumes that businesses have responsibilities to implement its economic mission within the boundary of the legal system (Carroll, 1979). In other words, organizations should operate their businesses based on their legal obligations. The *ethical responsibility* has been considered in business because society has more strict expectations in addition to legal requirements (Carroll, 1979). Ethical responsibilities are essential to overcome issues that cannot be solved by the legal system (Jamali, 2008; Solomon, 1994). The *discretionary responsibility* is considered based on individual judgment and choice (Carroll, 1979). Society expects more contributions for corporations in addition to their legal and ethical responsibilities (Frederick, 1994). This aspect of responsibility includes activities such as philanthropic contributions and supporting community health and education (Carroll, 1979; Jamali, 2008).

In addition to the definitions of CSR developed by Carroll (1979), numerous researchers (Dahlsrud, 2008; Lantos, 2001; Mintzberg, 1983; Van Marrewijk, 2003) have attempted to classify the concept of CSR in several ways. Van Marrewijk (2003) attempted to categorize the concepts of CSR into four approaches based on historical perspectives from the academic literature: shareholder, stakeholder, societal, and philanthropic approach. The *shareholder approach* is the traditional view of CSR, which focuses more on maximizing organizations’ profits for shareholders’ benefits (Friedman, 2009; Van Marrewijk, 2003). In contrast to the shareholder approach, the *stakeholder*

approach emphasizes stakeholders interests associated with the organizations' objectives (Freeman, 2010; Van Marrewijk, 2003). The *societal approach* focuses on companies' responsibilities that should contribute to society, and the *philanthropic approach* emphasizes how organizations should consider their positions in society and have concerns about social issues (Van Marrewijk, 2003).

Mintzberg (1983) classified the notion of CSR into four forms according to the way that the ethical decision is made. First, corporations purely focus on their CSR activities without any expectations for a return on investment, and they regard CSR as their responsibility to society because "that is the noble way for corporations to behave" (Wan-Jan, 2006, p. 178). A second form is that corporations expect "enlightened self-interest," meaning corporations expect an individual's self-interest coincides with the corporation's benefits when their CSR activities are undertaken. A third form of CSR is regarded as an "investment" to gain the corporations' benefits by conducting socially responsible behaviors. The fourth form of CSR is that corporations become socially responsible so as to "prevent the authorities forcing them to be so via legislation" (Wan-Jan, 2006, p. 178). This classification of the concepts of CSR provides general information regarding how corporations should behave when CSR activities are undertaken (Mintzberg, 1983).

Lantos (2001) categorized the concepts of CSR into three types; ethical, altruistic, and strategic CSR based on Carroll's framework (1979), which defined social responsibility as obligations that business has to do for society and categorized into economic, legal, ethical, and discretionary category. *Ethical CSR* means an organization's ethical obligations that they should implement in order to protect any individual or group

from actual or potential injury (physical, mental, economic, spiritual and emotional) caused by a particular course of action (Lantos, 2001). The *altruistic CSR* represents an organization's genuine caring to be a good corporate citizen and includes philosophies, policies, and any actions that contribute to society (Lantos, 2001). The other type of CSR is *strategic CSR*. The goal of strategic CSR is to attain "strategic business goals – good deeds are believed to be good for business as well as for society" (Lantos, 2001, p. 618).

There have been many attempts to clarify the definitions of CSR by many researchers (Carroll, 1979; Dahlsrud, 2008; Friedman, 2009; Jamali, 2008; Lantos, 2001; Lewis, 2003; Mintzberg, 1983; Mullen, 1997; Novak, 1996; Porter & Kramer, 1999; Saiia, Carroll, & Buchholtz, 2003; Trevino & Nelson, 1999; Van Marrewijk, 2003; Varadarajan & Menon, 1988; Waddock & Post, 1995), but the concept of CSR can be classified into two main categories; first, the obligatory perspective (Carroll, 1979; Novak, 1996; Trevino & Nelson, 1999) maintains that corporations should do the right thing to enhance society. Second, strategic perspective (Babiak et al., 2012; Mullen, 1997; Lantos, 2001; Lewis, 2003; Porter & Kramer, 1999, 2006; Saiia, Carroll, & Buchholtz, 2003; Varadarajan & Menon, 1988; Waddock & Post, 1995) focuses on taking advantage of CSR activities to the benefit of firms. Some researchers have argued that the concept of CSR should be focused more on corporations' obligations because it is the most important role that they have to fulfill within society (Novak, 1996; Trevino & Nelson, 1999). However, others stress that the concept of CSR can be an effective marketing vehicle to generate more profits for corporations (Friedman, 2009; Lantos, 2001; Van Marrewijk, 2003) as well as enhancing society.

Initial CSR research has been developed mainly based on the perspective of business obligations (Carroll, 1979) but the recent trend of CSR research has shifted toward corporations as an effective vehicle to attain their objectives (Bradish & Cronin, 2009; Irwin, Lachowetz, Cornwell, & Clark, 2003; Lachowetz & Gladden, 2003; McGlone & Martin, 2006; Roy & Graeff, 2003) and consider together both altruistic intentions that contribute to society and strategic intentions as investments that benefit corporations as well as stakeholders (Schwartz, 1997). In this sense, this study focuses on the concept of CSR based on the strategic perspective.

Strategic Marketing in CSR

According to the 2010 CSR Trends Report, 81% of 602 global companies provided their CSR information to the public and 24% were utilizing CSR activities through social networking sites such as Facebook or Twitter (Craib Design & Communications, 2010). Many successful stories of CSR marketing such as IKEA's branding strategy through CSR activities on Facebook, McDonald's CSR strategy through blogs, and Toyota's CSR program through social media known as the "Cars for Good," and Starbucks' CSR program known as the "Global Month of Service" have been introduced to the public (Kesavan et al., 2013). This shows that companies' CSR initiatives can be strategically utilized to attract consumers and enhance their brand image.

In the field of sport, many sport teams, leagues, and organizations are also utilizing CSR initiatives as an effective marketing strategy to attract fans (Lacey & Kennett-Hensel, 2010). Numerous examples of CSR programs in professional sport in the United States have been implemented, including the Philadelphia Eagles' "Go Green"

and “Youth Partnership” and Minnesota Timberwolves’ “Fast-Break Foundation” initiatives at the team level, and NHL’s “Hockey Fights Cancer,” the NBA’s “Read to Achieve,” and the PGA tour’s “Giving Back” initiative at the league level (Walker, Kent, & Vincent, 2010, p. 187). Those examples show how CSR programs associated with sports can be strategically utilized as an effective marketing vehicle to attract a fan’s favorable attitude toward a sport team or organization and enhance their images.

Strategic CSR. Over the last few decades, the concept of CSR has emerged as a main strategy for corporations to realize their objectives (Sheikh & Beise-Zee, 2011). Many studies (Babiak et al., 2012; Porter & Kramer, 1999, 2006; Saiia, Carroll, & Buchholtz, 2003; Waddock & Post, 1995) have suggested the concept of strategic philanthropy as an effective way to achieve companies’ objectives and social benefits. This effort led to create a new concept of CSR, which is called “strategic CSR” (Carroll, 2000).

Carroll (2000) suggested that corporations should consider philanthropic responsibilities in addition to other CSR definitions such as legal, ethical, or economic responsibilities, and expect a new trend of CSR in the 21st century toward “strategic philanthropy” (p. 37). According to Carroll (2000), the ultimate purpose of “strategic philanthropy” in corporations is to align their “philanthropic interests with their economic mandates” in order to attain both objectives at the same time (p. 37). In this perspective, strategic CSR is regarded as “investment” to achieve long-term benefits such as image enhancement as well as short-term benefits such as financial returns (Lantos, 2001, p. 618). Thus, strategic CSR, as a new trend of CSR in the 21st century, provides a mutual benefit between business and society.

Garriga and Mel'e (2004) suggested that the concept of CSR can be regarded as a strategic instrument to achieve economic benefits and organized around three theories. The first group of theories (Friedman, 1970; Jensen, 2002) focuses on maximizing shareholders' values in corporations measured by the share price. The second group of theories (Barney, 1991; Husted & Allen, 2000; Porter, 1980; Porter & Kramer, 2002; Prahalad, 2002; Wernerfelt, 1984) aims to achieve competitive advantages associated with long term benefits in corporations. The third group is similar with the second group in that the purpose of CSR is based on increasing benefits but the third group focuses more on using social cause to increase corporations' benefits (McWilliams & Siegel, 2001; Murray & Montanari, 1986; Varadarajan & Menon, 1988). Thus, the basic concept of strategic CSR is derived from those instrumental theories.

Cause-Related Marketing (CRM). The growing attention on companies and their CSR activities in the community has impacted consumers' expectations about socially responsible goods and services (Blumrodt, Bryson, & Flanagan, 2012; Strong, 1996). The concept of Cause-Related Marketing (CRM) emerged as a means to utilize CSR in the field of marketing (Mullen, 1997; Varadarajan & Menon, 1988). Varadarajan and Menon (1988) defined CRM as a "Process of formulating and implementing marketing activities that are characterized by an offer from the firm to contribute a specified amount to a designated cause when customers engage in revenue-providing exchanges that satisfy organizational and individual objectives" (p. 60). In other words, CRM is regarded as a "cause-specificity of CSR" (Sheikh & Beise-Zee, 2011, p. 27). The idea of CRM has been used to achieve companies' objectives by utilizing social causes as a marketing tool (Mullen, 1997) and entails communicating CSR activities with

non-profit organizations and support for causes through advertising, packaging, and promotions (Bronn & Vrioni, 2001).

Creating Shared Value (CSV). Porter and Kramer (2006, 2011) suggested a new concept of CSR, which is called “Creating Shared Value (CSV).” The concept of CSV is defined as “policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates” (Porter & Kramer, 2011, p. 66). This idea has been recently addressed due to the limitations of traditional CSR perspectives. Traditionally, the concept of CSR has been identified to announce that organizations sincerely carry out their social obligations to people (Carroll, 1999), or to maximize an organizations’ benefits by using social causes based on the CRM perspective (Mullen, 1997). In contrast to previous concepts of CSR, the concept of CSV focuses on considering both a corporation’s profits and social contributions at the same time by creating ideas regarding problem solving of social issues related to environment, health, education, civil rights, labor practices or violence (Porter & Kramer, 2011).

Strategic CSR in Sports. The concept of strategic CSR has been extensively examined in the field of sport. Many sport teams make an effort to have a good relationship with the local community to attract local sport fans (Babiak & Wolfe, 2006). For this reason, CSR has become an increasingly popular strategy to attract fans for sport organizations as well as during sporting events (Babiak & Wolfe, 2006). Despite CSR has received considerable attention in the field of business, the concept of CSR has begun to play a significant role in the realm of sport in recent years (Babiak & Wolfe, 2006; Kott, 2005; Robinson, 2005). The main topics of social responsibility in professional

sport have been emphasized on sport philanthropy, community outreach, or cause-related marketing of teams and leagues (Babiak et al., 2012; Babiak & Wolfe, 2006, 2009; Brietbarth & Harris, 2008; Sheth & Babiak, 2010; Smith & Westerbeek, 2007; Walker & Kent, 2009). Sport philanthropy, especially, has become an important way to attract sport fans in the professional sport industry in North America over the past 10 years (Babiak et al., 2012; Babiak & Wolfe, 2009; Sheth & Babiak, 2010). However, minimal research has been conducted regarding how sport teams and organizations are utilizing their CSR activities through social media to attract sport fans and donations to a cause/the organization.

Social Exchange Theory

Homans (1961) introduced social exchange theory in 1958 and defined social exchange as “exchange of activity, tangible or intangible, and more or less rewarding or costly, between at least two persons” (p. 13). The concept of social exchange theory (Homans, 1961) is based on interactions between individuals and organizations to maximize their benefits and minimize their costs (Salam et al., 1998; Shiao & Luo, 2012). In other words, people tend to share and exchange their information with others to attain individual benefits (Hsu & Lin, 2008). The basic assumption of social exchange theory is that individuals participate in exchange activities only if they expect social rewards from the exchange activities to justify the costs of their participation (Gefen & Ridings, 2002). Social exchange theory explains the way that individuals respond to exchanging activities among individuals affected by a variety of factors associated with the exchanging activities such as benefits, expenses, self-interest, situational variables

such as social status and roles, individual characteristics, social norms, and individual relationships (Varadarajan & Menon, 1988).

With the rising popularity in social networking sites, community websites have focused more on interacting and sharing information with online users (Shiau & Luo, 2012). Previous studies regarding social exchange theory (Homans, 1961) noted that knowledge sharing and exchange information can provide mutual benefits among individuals (Shiau & Luo, 2012) and altruism is an important predictor that significantly influence online user attitudes (Hsu & Lin, 2008). People tend to make donations to athletic departments to gain individual benefits such as intrinsic rewards, commitment to the school, or tangible benefits such as parking and suites (Ko et al., 2013). In this sense, an athletic department's CSR initiatives might affect individuals' donation intentions toward the athletic department by seeking a benefit in return.

CSR Information Quality and E-Satisfaction with CSR Initiatives.

Information quality is defined as "sport consumer's perception of the quality of information presented within a sport website" (Hur et al., 2011, p. 461). Based on this definition, CSR information quality can be defined as a collegiate sport fan's perception toward the quality of athletic department's CSR initiatives on the athletic department website. CSR information quality is divided into two dimensions: adequacy of CSR initiatives and usefulness of CSR initiatives. Adequacy of information is associated with how website information "facilitates user understanding of the products and system decision making (e.g., detailed product description, transparent price information)" (Yang, Cai, Zhou, & Zhou, 2005, p. 579). Thus, adequacy of CSR initiatives means how CSR initiatives on the website represent an athletic department's mission statement and

affect sport fans' understanding of the relationship between CSR initiatives and the athletic department's mission. Usefulness is related to how information on the website is accurate and reliable, how it is relevant to sport fans, and whether it gives benefits to sport fans (Hur et al., 2011; Liu, Arnett, & Litecky, 2000; Yang et al., 2005). Thus, usefulness of CSR initiatives refers to accuracy, relevance, and benefits of CSR initiatives on the website to collegiate sport fans in this study.

E-satisfaction is defined as "the contentment of the customer with respect to his or her prior purchasing experience with a given website" (Hur et al., 2011, p. 462).

Researchers demonstrated that an online consumer's satisfaction on the website is influenced by information quality of the website and perceived performance (Hur et al., 2011; McKinney, Yoon, & Zahedi, 2002). In particular, Hur et al. (2011) noted that website information quality is one of the most significant factors that constitute sports web quality and it positively affects a fan's satisfaction to the website. According to social exchange theory (Homans, 1961), individuals tend to compare intangible benefits (e.g., satisfaction, respect, friendship) to costs (e.g., time, money, & effort) before determining their behaviors (King & Burgess, 2008). This means that fans are more likely to be interested in CSR information on the athletic department website only if they consider that their satisfaction with CSR initiatives is higher than their time or money spent to receive CSR information on the website. Therefore, it can be assumed that CSR information quality on the athletic department website positively influences a fan's e-satisfaction with CSR initiatives on the athletic department website in study one.

H1: CSR initiatives information on the official athletic site positively influences a fan's e-satisfaction for CSR initiatives on the official athletic site

E-Satisfaction with CSR Initiatives and Online Donation Intention. Many studies have attempted to explain why people make donations to athletic departments (Billing, Holt, & Smith, 1985; Mahony, Gladden, & Funk, 2003; Staurowski, Parkhouse, & Sachs, 1996; Tsiotsou, 2007; Verner, Hecht, & Fansler, 1998; Walker, 2013). Tsiotsou (2007) described donor motives included

“tax deductions, priority seating, professional and social contacts, special parking, attendance of athletic events, the quality of the university's academic and athletic programs, complimentary programs, license plates, membership plaques, decals, hospitality rooms, trips, priority on tickets for away games and bowl games and a successful football team” (p. 79).

Ko et al. (2013) developed a Model of Athletic Donor Motivations (MADOM) to explain what motives affect athletic donors' donation behaviors. Motives were categorized into eight dimensions based on previous literature: “(a) philanthropy (e.g., feel good and support the department), (b) vicarious achievement (e.g., intrinsic rewards, achievement, and basking in reflected glory), (c) commitment (e.g., love for the school and athletes), (d) affiliation (e.g., sense of belongingness), (e) socialization (e.g., associate with other donors), (f) public recognition (e.g., ego enhancement and save face), (g) tangible benefits (e.g., better seats, parking, and suites), and (h) power (e.g., involvement in programmatic decisions)” (p. 5). According to the model, the eight specific dimensions of motivations are categorized into three general athletic donor motivations in colleges and

universities (Growth needs, relatedness needs, and existence needs) and these affect an athletic donor's behavioral intention (Ko et al., 2013).

Previous studies noted that people usually make donations to an intercollegiate athletic department for the purpose of enhancing their athletic programs and business environment (Mahony et al., 2003; Verner et al., 1998; Walker, 2013). From a marketing perspective, however, donation behaviors have been recently recognized as "an exchange relationship between donors and nonprofit organizations" (Tsotsou, 2007, p. 80). Therefore, a fan's online donation to the athletic department can be regarded as an exchange relationship between college sports fans and athletic department.

Zeng, Hu, Chen, and Yang (2009) examined how a consumer's online service satisfaction affects their behavioral intentions such as repurchase intention and price sensitivity. Findings revealed that a consumer's online service satisfaction positively influenced their behavioral intentions. In this sense, fans' e-satisfaction with CSR information on the athletic department website may affect their donation intentions to the department. According to social exchange theory (Homans, 1961), online consumers' consumption behaviors are based on mutual benefits between online consumers and website owners (Shiau & Luo, 2012). In other words, online consumers expect social rewards (e.g., reputation, trust, satisfaction) instead of providing website owners with tangible (e.g., donation) or intangible (knowledge, experience) support (Shiau & Luo, 2012). In this sense, fans are more likely to support the athletic department to be satisfied with the athletic department through CSR information on the website. Therefore, it can be assumed that a fan's e-satisfaction with CSR initiatives affect online donation intention to the athletic department in study one.

H2: A fan's e-satisfaction with CSR initiatives on the official athletic site positively affects a fan's online donation intention to the athletic department

E-Satisfaction with CSR Initiatives and University Attachment. Previous studies have suggested that students who are highly attached to their universities are more likely to evaluate their universities positively and more likely to be satisfied with their college experiences (e.g., Astin, 1993; France, Finney, & Swerdzewski, 2010; Light, 2001). Thus, it can be assumed that college sports fans who are satisfied with CSR initiatives presented on the athletic department website are more likely to be attached to a University because the athletic department provides fans with a unique college experience through CSR initiatives. Lawler (2001) proposed the affect theory of social exchange to supplement the concept of social exchange theory and it explains how individuals feel in the process of exchange activities and how individuals' emotions are attached to other groups or exchange partners. According to the theory, individuals tend to exchange their personal emotions to enhance their social relationships with other groups or exchange partners (Lawler, 2001). College sports fans therefore are more likely to consider their attachment to the university in addition to identification with the athletic department through CSR initiatives on the athletic website. A fans' e-satisfaction with CSR initiatives assumedly positively affects their attachment to the university.

H3: A fan's e-satisfaction with CSR initiatives on the official athletic site positively affects a fan's attachment to the University

E-Satisfaction with CSR Initiatives and Fan-Athletic Department

Identification. Identification refers to “the process whereby individuals are effectively linked with their fellows in groups” (Foote, 1951, p. 21). Identification occurs when an individual accepts other individual’s or group’s behaviors or thoughts based on a self-defining relationship to the person or group (Kelman, 1961). In the sports context, team identification, which is also called sports fan identification, is defined as “a psychological attachment that provides fans with a sense of belonging to a larger social structure, or as the personal commitment and emotional involvement consumers have with a sport organization” (Walker & Kent, 2009, p. 750). In this study, therefore, fan-athletic department identification can be defined as “a college sports fan’s psychological attachment, commitment, and emotional involvement to an athletic department at universities or colleges.”

Hur et al. (2011) examined the relationship between an intercollegiate sport fan’s satisfaction with athletic department official websites of athletic department and a fan’s loyalty to the athletic department where they found that the quality of a college athletic department website such as information or design quality positively influenced a fan’s e-satisfaction to the athletic department. Loyalty to the college athletic department on the website was also more likely to occur when a fan was satisfied with their website.

According to social exchange theory (Homans, 1961), individuals participate in exchange behaviors when their social rewards such as identification or commitment are higher than costs such as money or time (Shiau & Luo, 2012). It can be assumed that fans who are

satisfied with CSR initiatives on the athletic department website are more likely to be identified with the athletic department.

H4: A fan's e-satisfaction with CSR initiatives on the official athletic site positively affects a fan's identification with the athletic department

University Attachment and Online Donation Intention. Attachment is defined as “lasting psychological connectedness between human beings” (Bowlby, 1969, p. 194). Based on the definition, university attachment can be defined as “a psychological connection between individuals who are directly or indirectly involved in the university such as students, employees, alumni, or local residents and the university” in this study. Diamond and Kashyap (1997) examined determinants for University alumni contributions, and found that individual attachment to the university is an important predictor that influences alumni's donation behaviors to the University. Social exchange theory (Homans, 1961) posits that individuals' exchange behaviors are based on cost-benefit perspective, fans compare their donation intentions to the level of attachment. If fans could be highly attached to the university through CSR initiatives on the athletic department website, they would be more likely to support the athletic department because attachment is considered as a social reward to fans and they could expect another social rewards (e.g., commitment, reputation) as a result of donation to the athletic department. In this sense, it can be assumed that a college sports fan's attachment to the university affects a fan's online donation intention to the athletic department.

H5: A fan's attachment to the university positively affects a fan's online donation intention to the athletic department

Fan-Athletic Department Identification and Online Donation Intention.

Many studies (e.g., Eddy, 2014; Judson & Carpenter, 2005; Matsuoka, Chelladurai, & Harada, 2003; Sutton, McDonald, Milne, & Cimperman, 1997) have suggested that the team identification is a significant predictor that affects attitudes and behavioral intentions in the sense that individuals in high identification are more likely to have better purchasing habits associated with the sport team. In particular, previous research has found that the sports fan identification positively affected consumers' patronage intentions (Walker & Kent, 2009). As with the university attachment, social exchange theory (Homans, 1961) supports the relationship between a fan's identification to the athletic department and a fan's online donation intention because fans' willingness to donate to the athletic department is determined based on comparing fans' identification with the athletic department affected by CSR initiatives to the costs attributed to donation (e.g., money).

College sports fans who have a high level of identification with the athletic department are assumedly more likely to make donations to the athletic department.

H6: A fan's identification with the athletic department positively affects a fan's online donation intention to the athletic department

Price Sensitivity and Online Donation Intention. Price of giving is defined as “the cost to the donor of providing a dollar of output by the charity” (Meer, 2014, p. 114). The effect of donation on organizations depends on appropriate price of giving because it affects people’s willingness to make a donation (Meer, 2014). In other words, the degree of sensitivity to price of giving affects people’s willingness to make a donation to organizations’ charitable behaviors. Compared to substantial donations from organizations or celebrities who can afford to give large amounts of money, small donations from consumers might be an effective way to enhance relationships between organizations and consumers by giving them a chance to making a contribution (Strahilevitz, 1999).

Social exchange theory (Homans, 1961) assumes that individuals participate in exchange activities based on self-interest, a combination of psychological and economic needs (Ekeh, 1974). In terms of economic needs, in particular, people are satisfied with exchange activities when they receive fair outcomes compared to their expenses (Ekeh, 1974). This means that people consider the amount of donation as an important factor that affects their donation decisions to ensure their economic needs according to social exchange theory. In this sense, it can be assumed that the amount of money that an athletic department wants fans to donate, which is designated minimum amount of donation on the website, affects fans’ online donation intentions to the athletic department.

H7: Price sensitivity influences a fan’s online donation intention to the athletic department

Ease of Donation and Online Donation Intention. A basic principle of ease of donation is based on the idea of ease of interface, which is the idea that “visitors should have an easy time navigating a site and finding information” (Taylor, Kent, & White, 2001, p. 269). In the same context, sport fans that are willing to make donations on the website should be able to make donations with ease to find donation information. Social exchange theory (Homans, 1961) supports individuals’ donation behaviors based on cost-benefit perspective (Shiau & Luo, 2012). In other words, people tend to participate in exchange activities when their benefits are greater than costs (Shiau & Luo, 2012). The amount of time spent to find CSR initiatives on the athletic department can be regarded as fans’ cost and fans are more likely to be reluctant to donation to the athletic department if it takes too long time to find CSR information on the website or donation process is not simple. In this sense, it can be assumed that ease of donation affects a fan’s online donation intention to the athletic department.

H8: Ease of donation positively influences a fan’s online donation intention to the athletic department

Utility Satisfaction and Online Donation Intention. Utility satisfaction means that donors are motivated to make donations when they strongly perceive an obvious need for their support and when they are convinced that the money will be used for a good cause (Holquist, 2011). This means that knowing the value and use of their donation might affect their donation intentions to organizations. Social exchange theory (Homans,

1961) supports the relationship between utility satisfaction and online donation intention because utility satisfaction can be regarded as fans' intangible benefit in exchange for donating to the athletic department. Therefore, it can be assumed that a college sport fan's donation intention to the athletic department on the website might be affected by the fan's utility satisfaction.

H9: Utility satisfaction positively influences a fan's online donation intention to the athletic department

Receiving Services and Online Donation Intention. Receiving services mean tangible benefits that donors will receive from organizations in returning for their donations and it includes preferred seating, parking, athletic events, gifts of clothing and so on (Holquist, 2011). Many studies (Billing, Holt, & Smith, 1985; Holquist, 2011; Ko, Rhee, Walker, & Lee, 2013; Tsotsou, 1998, 2007) demonstrated that tangible benefits are one of the strong motivations for fans' donations to their athletic departments. The relationship between receiving services and online donation intention is supported by social exchange theory (Homans, 1961) because fans receive tangible benefits (e.g., discount ticket, free parking) in exchange for donating to the athletic department. Therefore, it can be assumed that those tangible benefits might affect fans' online donation intentions to their athletic departments as well.

H10: Receiving services influence a fan's online donation intention to the athletic department

CSR and Social Media

Previous CSR literature (Babiak et al., 2012; Porter & Kramer, 1999, 2006; Saia, Carroll, & Buchholtz, 2003; Sheikh & Beise-Zee, 2011; Waddock & Post, 1995) has focused only on how an organization's CSR activities can be used for attaining an organization's objectives. However, recent CSR research has begun to shift interests on CSR communication tactics to examine how communication processes impact the effectiveness of CSR programs (Lindgreen & Swaen, 2010). Many organizations recognize the importance of CSR but communicating their CSR activities through social media remains an uncharted terrain of CSR research (Dawkins, 2004).

According to the Social Media Today report in 2013, social media users estimated are Facebook (1.15 billion), Twitter (500 million), LinkedIn (238 million), Instagram (130 million), and Pinterest (70 million) as of 2013 in the United States and more than 1 billion people monthly visit YouTube (Bernstein, 2013). In addition, more than 60% of online users perceive social media as an effective marketing vehicle in the sense that it makes them more likely to share corporations' products and services (Bernstein, 2013). The social media is extensively used by sport fans and organizations. According to the global sports media consumption report in 2013 (Harper, 2013), 71% of the adult population in the United States follow sports, 63% of sport fans follow sports through online websites, and 25% of sport fans follow sports via social networking platforms such as Facebook or Twitter.

With the advent of the internet, consumption of social media has increased, while consumption of traditional media such as newspapers, television, and radio has decreased

(Dutta-Bergman, 2004; Stempel, Hargrove, & Bernt, 2000). Traditional media is defined as “media introduced before the advent of internet and that uses various pre-internet media platforms such as magazines, books, newspapers, radio and television” (Nekatibeb, 2012, p. 19). Unlike traditional media involves one-way communication mode, internet involves multiple communication modes that interact with others online and this has led to increased media consumption (Dutta-Bergman, 2004). The internet has become a popular communicating vehicle that substitute the traditional media in the sense that it provides consumers with better utility or satisfaction with more needs than any of the traditional media (Dimmick, Chen, & Li, 2004). In this sense, social media is a more useful communicating vehicle as an internet-based media than traditional media.

The use of social media, as a company’s effective way of communicating and engaging with the target audience, has increased in the past decade (Ioakimidis, 2010; Wallace, 2011; Williams & Chinn, 2010). Wallace (2011) noted that communicating direct and unfiltered messages through social media can be a strategic vehicle to establish a strong brand identity as well as encouraging consumers’ repeat purchases. Kesavan et al. (2013) investigated how organizations should take advantage of social media as an effective vehicle to communicate an organization’s CSR activities. They noted that social media can enhance an organization’s brand image and attract loyal consumers who already have strong ties with the organization as well as potential consumers who might be interested in an organization’s products or services.

Two-Way Symmetrical Communication Model

The concept of social media has been examined based on an initial public relations model, Grunig and Hunt’s (1984) four models of public relations. Grunig and

Hunt (1984) suggested four models of public relations to explain how organizations practice public relations. It is organized into four sub-models based on two dimensions: the nature of communication (one-way / two-way) and the purpose of communication (asymmetrical / symmetrical) (Gürel & Kavak, 2008). Social media in the four models is explained by the “two-way symmetrical model that aims for mutual understanding between the organization and the public” (Gürel & Kavak, 2008, p. 2). The organization pays more attention to the public’s benefits and understands the public’s feedback as well as focusing on organizational goals. As Grunig and Hunt (1984) noted earlier, social media is based on a two-way communication and this is a more effective way to convey information between organizations and the public than one-way communication.

Dialogic Communication Theory

Kent and Taylor (1998, 2002) provided a theoretical framework of how an organization strategically can use websites to facilitate dialogic relationships with the public (McAllister-Spooner, 2009). Kent and Taylor (1998) defined the concept of dialogic communication as a “particular type of relational interaction” or “any negotiated exchange of ideas and opinions” (p. 323, 325). Dialogic communication theory is based on the concept of dialogue. Dialogue means “honesty in relation to what is called the rhetorical situation” (Arnett, 1981, p. 205) and it involves cooperative and communicative relationship (Kent & Taylor, 1998). Kent and Taylor (1998) noted that successful relationships through web technology can be achieved by building dialogic relationships between individuals and organizations (Kent & Taylor, 1998). Kent and Taylor (1998) provided five strategies to build successful relationships through the websites that include: 1) building the feedback loop between organizations and the public

(*the dialogic loop*), 2) presenting the useful information on the website to build the dialogic communication (the usefulness of information), 3) repeated visiting on the websites (*the generation of return visits*), 4) easy to access the website and the information (*the intuitiveness/ease of the interface*), and 5) including clearly marked links in order for visitors to return to the websites easily (*the rule of conservation of visitors*).

The concept of dialogic communication theory provides a basic idea of how an organization should take advantage of social media to build a successful relationship between an organization and publics (McAllister-Spooner, 2009).

The Commitment-Trust Theory of Relationship Marketing

Morgan and Hunt's (1994) commitment-trust theory focuses on what makes relationship marketing successful. Trust and relationship commitment are deemed key factors to build and maintain successful relationships between individuals and organizations (Mukherjee & Nath, 2007). Trust is defined as "a psychological state comprising the intention to accept vulnerability based on positive expectations of the intentions or behaviors of another" (Rousseau, Sitkin, Burt, & Camerer, 1998, p. 395). Trust is built when individuals have confidence in their abilities and reliability for other exchange partners (Morgan & Hunt, 1994; Mukherjee & Nath, 2007). It has been generally acknowledged that trust is the most important factor in relationship marketing and communication in social networking sites is no exception (Luo, 2002). Commitment to the relationship is defined as "an enduring desire to maintain a valued relationship (Moorman, Zaltman, & Deshpande, 1992, p. 316). A successful relationship needs sustainable commitment as well as trust between individuals and organizations.

Chaudhri and Wang (2007) examined the scope and features of web-based CSR communication fulfilled by the leading information technology companies in India. They found a lack of web-based CSR communication in many of these leading IT companies, and the absence of CSR communication on the website was an obstacle to take advantage of CSR practices. To make the most of CSR communication on the websites, they suggested adding more meaningful CSR information with clear rationale for supporting CSR initiatives by utilizing technology in the form of interactive CSR reports or downloadable brochures and video presentations (Chaudhri & Wang, 2007). This means that an organization's successful CSR initiatives through websites should be able to communicate with consumers in order for them to be engaged in diverse CSR initiatives on websites instead of simply giving CSR information to consumers on websites.

Sports organizations try to interact with sports fans through social media to build a good relationship with their fans (Wallace, 2011). Regarding CSR initiatives performed by the athletic department in intercollegiate sports, therefore, it can be hypothesized that fan participatory CSR initiatives performed by the athletic department are more effective to attract fans' donation intentions to the athletic department than non-interactive CSR initiatives that simply provide CSR information with fans in study two.

H1: Fan participatory CSR initiatives have a greater effect on a fan's online donation intention to the athletic department than information delivery CSR initiatives

Social media in sport has unique features in the sense that it allows communication of unfiltered messages directly to sport fans and encourages interactions

with athletes and teams (Wallace, 2011). Social media provides an effective strategy for intercollegiate athletic departments to enhance their brand and reputation by communicating with sport fans through social networking sites such as Facebook or Twitter (Wallace, 2011). Wallace (2011) examined the use of social network in Big 12 conference athletic department websites, and found that many college sport organizations were using social network sites such as Facebook and Twitter as a way of communication tools and fan interaction. In considering usage of social media in college sport, utilizing CSR initiatives through social media can be an effective way for athletic departments to attract more fans. Therefore, in study two, it can be assumed that communicating CSR initiatives through social media (e.g., Facebook, Twitter) is more effective to attract fans' donation intentions to the athletic department than communicating CSR initiatives through traditional media (e.g., newspaper, magazine).

H2: Communicating CSR initiatives through social media has a greater effect on a fan's online donation intention to the athletic department than communicating CSR initiatives through traditional media

Study One Hypotheses

H1: CSR initiatives information on the official athletic site positively influences a fan's e-satisfaction for CSR initiatives on the official athletic site

H2: A fan's e-satisfaction with CSR initiatives on the official athletic site positively affects a fan's online donation intention to the athletic department

H3: A fan's e-satisfaction with CSR initiatives on the official athletic site positively affects a fan's attachment to the University

H4: A fan's e-satisfaction with CSR initiatives on the official athletic site positively affects a fan's identification with the athletic department

H5: A fan's attachment to the university positively affects a fan's online donation intention to the athletic department

H6: A fan's identification with the athletic department positively affects a fan's online donation intention to the athletic department

H7: Price sensitivity influences a fan's online donation intention to the athletic department

H8: Ease of donation positively influences a fan's online donation intention to the athletic department

H9: Utility satisfaction positively influences a fan's online donation intention to the athletic department

H10: Receiving services influence a fan's online donation intention to the athletic department

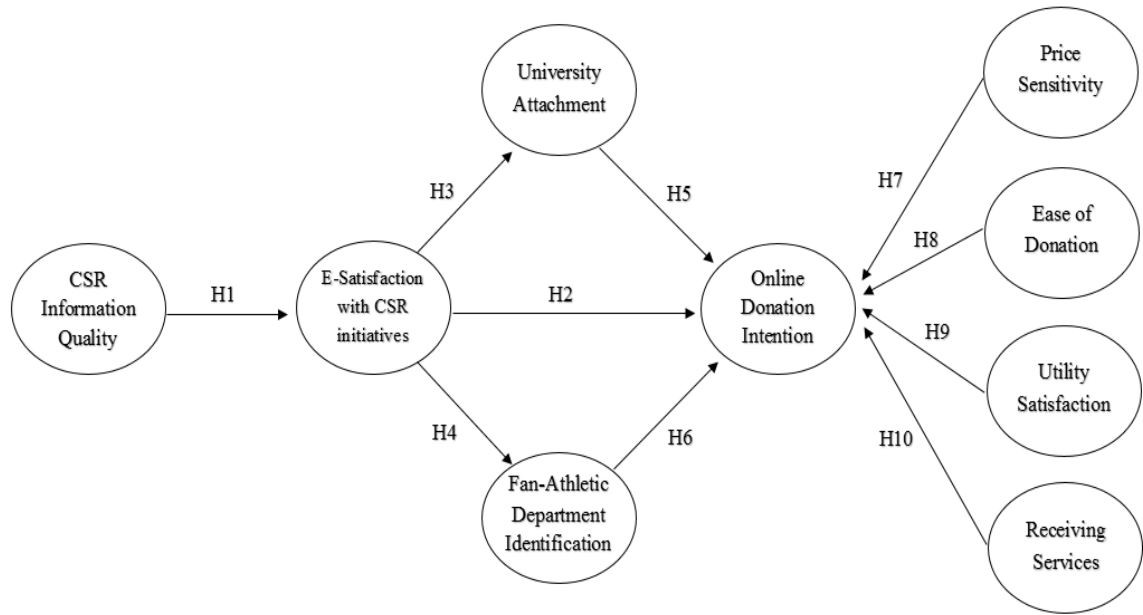


Figure 1. Hypotheses in Proposed Model of Study One

Study Two Hypotheses

H1: Fan participatory CSR initiatives have a greater effect on a fan's online donation intention to the athletic department than information delivery CSR initiatives

H2: Communicating CSR initiatives through social media has a greater effect on a fan's online donation intention to the athletic department than communicating CSR initiatives through traditional media

Summary

This chapter reviews related literature regarding how the concept of CSR has been defined historically, CSR as strategic marketing perspective, strategic CSR through social media, the concept of donation intention, and factors that might affect donation intention. With regard to theories reviewed in this chapter, social exchange theory was discussed to support study one. In study two, two-way symmetrical communication model, dialogic communication theory, and the commitment-trust theory of relationship marketing were reviewed to support study two.

CHAPTER THREE

METHODS

To examine the influence of CSR initiatives performed by college athletic departments on college sport fans' donation intentions online, two studies were conducted sequentially. The first study focused on how the CSR initiatives affected fans' donation intentions on the official athletic site. The second study aimed to examine how fans' online donation intentions to the athletic department were affected by type of CSR initiative (fan participatory / information delivery) and type of media (social media / traditional media). This chapter delineates the research methods used in the examination of CSR initiatives in intercollegiate sports. It includes the research design, sampling, instruments, data collection, and data analysis.

Study One

Research Design

To understand how information of CSR initiatives on an official athletic department website affects fans' donation intentions online, a case of the University of Minnesota sport fans' donation intentions to the athletic department was examined using a survey design because the University of Minnesota athletic department performs philanthropic events to attract fans through official athletic site. A survey is a research method to describe, explain, or compare people's knowledge, attitudes, and behavior by collecting information from people (Fink, 2003). A survey method is used for the purpose of gathering systematic information regarding people's attitudes and behaviors by using a questionnaire (Fowler Jr, 2008). There are several types of survey methods such as

Onsite (self-administered and interviewer administered), mail, telephone, and online (Fowler Jr, 2008). Of those types of surveys, the online survey is increasingly popular due to the advantages of saving time and minimal costs (Couper, Traugott, & Lamias, 2001).

Online survey refers to a survey technique that collects information through the graphic and multimedia capabilities of the World Wide Web (Couper et al., 2001). The online survey is particularly useful when extensive data should be collected from diverse locations in a short period of time (Evans & Mathur, 2005). It allows people to take a survey easily through an online channel (Wright, 2005). The online survey was used in this first study because fans attached to the athletic programs at the University of Minnesota vary (e.g., students, faculty/staff, alumni, or local residents) and they exist across the nation. To collect data from this diverse fan population the online survey was deemed the most effective.

Sampling

The population of this study were fans attached to athletic sports programs of the University of Minnesota. Fans are defined as “enthusiastic devotees of a given diversion” (Sloan, 1989, p. 177). Fans tend to have more viewership, experience, and knowledge than nonfans (Gantz et al., 2006). Sloan (1989) suggested fans are different from spectators in the sense that fans are psychologically attached to objects, while spectators merely watch and observe objects. Sport fans refer to highly identified fans with a particular sport team, coach, or athlete (Robinson & Trail, 2003; Trail, Robinson, Dick, & Gillentine, 2003). Intercollege sport fans therefore can be defined as persons attached to their universities’ or colleges’ athletic programs. Based on the information, fans of

University of Minnesota athletic sports programs were: 1) persons who have direct connection to the University of Minnesota such as students, faculty/staff, or alumni, and 2) local residents who have indirect connection to the University of Minnesota.

Therefore, samples of this study were students, faculty/staff, alumni, and local residents who were attached toward the University of Minnesota athletic sports programs and had an experience of visiting their official online athletic site.

In study one, convenience samples, fans of the University of Minnesota athletic sports programs were selected because the concept of college sport fans was too broad to collect the entire data based on a random sampling method across the nation, and college sport fans have unique characteristics toward their college athletics. As a result, study one findings have limited generalizability. Fans of the University of Minnesota athletic sports program therefore were used to focus more on examining relationships among several factors that may affect fans' donation intentions online instead of focusing on generalizability of the study.

The convenience sampling method is the way that a researcher selects particular sample units at his or her convenience (Baker, Brick, Bates, Battaglia, Couper, Dever, Gile, & Tourangeau, 2013). The statistical inferences are mainly possible based on the probability samples, but non-probability samples such as convenience samples can be also used for making statistical inferences depending on the assumptions and purposes of the study (Baker et al., 2013). Even though a validity issue might occur if the convenience samples are used for statistical inference, it can be appropriate if the research does not focus on generalizability of findings but focus on relationships among variables in the model or testing theories (Cadogan, 2014). In other words, non-

probability samples such as convenience samples can be used with inferential statistical analysis based on sample randomization if the purpose of study is not generalizability of findings in the study (Cadogan, 2014). Study one aimed to examine whether there were significant relationships between the athletic department's CSR initiatives and fans' donation intentions to the athletic department rather than focusing on generalizability of findings because it was difficult to collect extensive college sports fans through a random sampling method.

Stratified sampling is a sampling method where the population is divided into several sub-groups according to homogeneous characteristics within each stratum and heterogeneous characteristic across different strata (Mazzocchi, 2008). Samples are randomly selected in each stratum (Mazzocchi, 2008). In study one, stratified sampling method was used based on sample randomization to address limitations using a convenience sample.

Participant recruitment first involved acquiring participant's email addresses. In terms of acquiring student email addresses who were willing to participate in the online survey, individual contacts with three class instructors in the School of Kinesiology were made to receive approvals for the recruitment. Once approvals were received from instructors, the survey information, including the contact information of the principle investigator, purpose of the survey, consent form, benefits and risks, and how to participate in the survey were introduced to only students who visited the official athletic site of the University of Minnesota in 2014 in the classroom. Student email addresses were then collected from those who were willing to participate in the online survey. In addition to School of Kinesiology student recruitment, students were also recruited from

other University departments to diversify the sample. More specifically, the recruitment was conducted at the Recreation and Wellness Center, Coffman Memorial Union, and Walter library. Students' email addresses were collected by asking if students were willing to participate in the online survey.

To acquire approvals for faculty/staff participants, individual contact with faculty/staff was made by taking advantage of public email lists from University department websites. First, email addresses of faculty and staff were collected from the website of the College of Education and Human Development, the Carlson School of Management, the School of Public Health, and the College of Liberal Arts. Upon collecting email addresses, an introductory email was sent to faculty and staffs. First, they were asked whether they visited the official athletic site of the University of Minnesota in 2014 and respond to the email only if they visited the site in 2014. After the message, information about the principle investigator, introduction of the study, consent form, and willingness to participate in the online survey was introduced to each faculty and staff person. After receiving a response email, email addresses were recollected for those who were interested in participating in the survey.

University alumni recruitment was carried out through the social media sites of Facebook and LinkedIn. Facebook and LinkedIn were selected because these social networks provided much information about finding alumni from the University of Minnesota. Recruitment involved first identifying people who graduated from the University of Minnesota-Twin Cities between the 1980s and 2010s by filtering through an "advanced search" in Facebook and LinkedIn. The 30 year timeframe was selected because minimal alumni on Facebook and LinkedIn graduated before 1980. Once alumni

information was collected from the search, an introductory message including information about the principle investigator, the purpose of the survey, information about the consent form, and willingness to participate in the survey was sent to each alumnus. At the end of the introductory message, each alumnus was asked to respond to the message only if they visited the official athletic site of the University of Minnesota in 2014. After receiving response messages from alumni, email addresses were collected for those people who were interested in the survey.

In terms of collecting samples from local residents attached toward the University of Minnesota athletic sports programs, email addresses were collected at the TCF bank stadium for those people who attended to watch football games between September and December 2014. To screen local residents who were indirectly connected to the University, visitors were asked whether they were a University of Minnesota student, faculty/staff, or alumnus and whether they visited the official athletic site of the University of Minnesota in 2014. Upon screening local residents, the survey information including the purpose of the study, contact information of the principle investigator, consent form, and willingness to participate in the survey was introduced to them and email addresses were collected from local residents who wished to participate in the survey.

After collecting email addresses from students, faculty/staff, alumni, and local residents, potential participants in each group were randomly selected using random sample generation program in Excel 2013 software respectively. A survey email was sent to randomly selected participants with specific instructions. The survey email included the survey link, length of the survey and specific guidelines for answering each question.

Based on the general rule ($n > 200$) of structural equation modeling test (Kline, 2005) and adequacy of sample size evaluated based on Comrey and Lee's (1992) sample size scale ($n > 500$: good), a total of 530 samples (male: 251, female: 279) were collected from University of Minnesota students, faculty/staff, alumni, and local residents who had visited the official athletic site of the University of Minnesota.

Instrument

Variables are concepts, values, or characteristics that can be measured within a study (Ary, Jacobs, Sorenson, & Walker, 2013; Brown 2012; Gratton & Jones, 2010). To understand how information of CSR initiatives presented on the official athletic site affects fans' donation intentions, variables were developed based on previous research (Eddy, 2014; France et al., 2010; Holquist, 2011; Hur, 2007; Hur et al., 2011; Kim & Walker, 2013; Ko et al., 2013; Sinčić Ćorić et al., 2012; Walker, 2013). Variables that made up the instrument in study one include Online Donation Intention, CSR Information Quality, E-Satisfaction for CSR Initiatives, University Attachment, Fan Identification, Price Sensitivity, Ease of Donation, Utility Satisfaction, and Receiving Services. All items on the instrument were measured based on a Likert scale anchored by 1= strongly disagree to 7 = strongly agree. A 7-point Likert scale was selected because it provides better information about properties of Likert scale such as reliability, validity, or sensitivity compared to 5-point scale or more point scale (Cummins & Gullone, 2000; Diefenbach, Weinstein, & O'Reilly, 1993).

Online Donation Intention. *Online Donation Intention* is defined as intercollegiate sport fans' willingness to make donations to their athletic departments through the website online payment process based on the concept of donor motivations

from Ko et al. (2013). Three items were modified based on the works of Kim and Walker (2013), and Walker (2013). The items included questions regarding whether CSR initiatives on the website influence their donation intentions and the level of involvement in philanthropic initiatives that affected their donation intentions.

CSR Information Quality. *CSR Information Quality* refers to a fan's perception toward the quality of the athletic department's CSR initiatives presented on their official athletic sites. In other words, this is associated with the extent to which information of CSR initiative is adequate and useful to fans. Four items were modified based on the works of web information quality from Hur et al. (2011) and perceived usefulness from Hur (2007). Items included information regarding whether the athletic department contains philanthropic initiatives and whether it was useful to them.

E-Satisfaction with CSR Initiatives. *E-Satisfaction with CSR Initiatives* refers to college sport fans' contentment regarding their experience of CSR initiatives on the athletic department website. Four items were modified based on the works of e-satisfaction from Hur et al. (2011). The items included questions regarding their satisfaction of experiencing philanthropic initiatives on the official athletic site of the University of Minnesota.

University Attachment. *University Attachment* means to what extent people are psychologically and/or behaviorally attached to their universities (France et al., 2010). In this study, the concept of *university attachment* was defined as college sport fans' level of attachment to their universities. The *university attachment* variable was used in this study to examine whether there was mediating effect on the relationship between E-Satisfaction for CSR Initiatives and fans' Online Donation Intentions. Four items regarding

importance of belonging to the University and level of attachment toward the university were modified based on the work of university attachment scale from France et al. (2010).

Fan-Athletic Department Identification. *Fan-Athletic Department*

Identification is defined as a college sports fan's psychological attachment, commitment and emotional involvement to the athletic department based on the definition of team identification from the work of Walker and Kent (2009). In this study, the fan-athletic department identification variable was also used for examining whether there is a mediating effect on the relationship between e-satisfaction with CSR initiatives and fans' online donation intentions. Four items including how participants consider themselves as real fans of the athletic programs and how participants have great memories from attending games were modified based on the work of team identification scale from Eddy (2014).

Price Sensitivity. *Price Sensitivity* refers to people's sensitivity of willingness to make a donation to organizations according to the price of donation in this study. Four items were modified based on the work of donation size scale from Sinčić Ćorić et al. (2012). The items included questions regarding whether the donation size is important to participants and does the donation size affects participants' donation intentions.

Ease of Donation. *Ease of Donation* is defined as to what extent visitors of the official athletic site can easily find CSR initiative information on the official athletic site and whether the donation process is simple. The concept of ease of donation was defined based on the definition of ease of interface from Taylor, Kent, and White (2001). Four items were modified based on the works of perceived ease of use from Hur (2007). The

items included questions regarding whether participants can find CSR information easily on the athletic department website and whether the donation process on the official athletic site is simple.

Utility Satisfaction. *Utility Satisfaction* is defined as a fan donor's satisfaction from knowing the value and use of a fan's donation to the athletic department in this study based on the definition of utility satisfaction from Holquist (2011). Four items were modified based on the work of recognition scale from Ko et al. (2013) and utility satisfaction scale from Holquist (2011). Items included questions regarding whether a fan's recognition of the use of donation affects their donation intentions and whether a participant believes their donations will be helpful to the athletic department.

Receiving Services. *Receiving Services* means tangible benefits when fans make donations on the athletic department website such as free parking, tax deductions, or discounted tickets. Three items were developed based on the work of receiving services scale from Holquist (2011). Items included questions regarding whether tangible benefits are important to donation decisions and whether the athletic department's communication effort to the participant is important to them. Seven descriptive items associated with web usage and relationship between fans and the athletic departments were modified based on the works of relationship marketing items from Holquist (2011) and web usage from Hur (2007).

Pilot Study

A pilot study is a preliminary study performed to ensure feasibility of the study and to improve the study design prior to a full-scale study (Hulley, Cummings, Browner, Grady, & Newman, 2013). A pilot study was conducted to check the questionnaires reliability and validity and to confirm whether variables were well constructed based on

the literature. A total of 120 respondents (male: 63, female: 57) including University of Minnesota students (n=30), faculty/staff (n=30), alumni (n=30), and local residents (n=30) who had visited the University of Minnesota official athletic site were asked to complete the online survey.

To check reliability of items in each variable, reliability analysis was performed by using Cronbach's alpha (George, 2003). The results showed that information quality (Cronbach's $\alpha = .81$), e-satisfaction with CSR initiatives (Cronbach's $\alpha = .86$), fan-athletic department identification (Cronbach's $\alpha = .94$), university attachment (Cronbach's $\alpha = .92$), online donation intention (Cronbach's $\alpha = .96$), receiving services (Cronbach's $\alpha = .91$), utility satisfaction (Cronbach's $\alpha = .96$), ease of donation (.94), and price sensitivity (Cronbach's $\alpha = .70$) were satisfied based on Nunnally and Bernstein's (1994) acceptable level of internal consistency (Cronbach's $\alpha \geq 0.7$). Therefore, reliability check for all items in each variable was successfully confirmed.

To check that the data was based on the normal distribution, a value of skewness and kurtosis were evaluated for each item. Absolute value of skewness of each item ranged from -.013 to .982 and kurtosis of each item was ranged from .101 to 1.411. Thus, normality was confirmed based on the acceptable standard of normal distribution (skewness < 2 , kurtosis < 4) (West, Finch, & Curran, 1995). To check the level of correlations among variables, Pearson correlation analysis was performed (Kline, 2010). The results showed the correlation coefficient (r) was from .19 (price sensitivity and online donation intention) to .79 (utility satisfaction and online donation intention). Based on Kline's (2010) standard of correlation ($|r| < .85$) to conduct Confirmatory Factor

Analysis (CFA), it was acceptable. Therefore, reliability and validity of the pilot study were successfully ensured.

Data Collection

After approval from the University of Minnesota Institutional Review Board (see Appendix A) in September 2014, data collection was performed from mid-September to mid-December in 2014. Between mid-September and October in 2014, a total of 1081 email addresses of potential participants were collected from students ($n = 283$), faculty/staff ($n = 252$), alumni ($n = 291$), and local residents ($n = 265$). Upon collecting 1081 email addresses, 150 email addresses were randomly selected in each group respectively by using a random sample generator in Microsoft Excel 2013 software. The survey email was sent to 600 potential participants (150 email addresses \times 4 groups) randomly selected from the Excel software between November and December in 2014. Of those 600 potential participants, 530 responses (88.3%) were collected by mid-December in 2014. The data was collected through online survey site, Qualtrics. The data was automatically saved in Qualtrics after each participant finished the online survey. Completed responses were transformed in the form of a Statistical Package for the Social Sciences (SPSS) file to analyze the data.

Data Analysis

After data collection, the data was downloaded and analyzed using SPSS Statistics version 19 software and Analysis of Moment Structures (AMOS) version 21 software. Statistical analysis methods, including Structural Equation Modeling (SEM), analysis of variance (ANOVA), and regression analysis were used to analyze the data. SEM is used for estimating and testing linear relations between variables (Rigdon, 1998)

and patterns of directional and non-directional relationships among observed and latent variables (MacCallum & Austin, 2000). In this study, SEM was used to test the conceptual model regarding how information about the philanthropic event on the official athletic site of the University of Minnesota influenced fans' online donation intentions. One-way ANOVA is used for examining any significant mean differences among three or more independent variables on one dependent variable (Faraway, 2002). To examine the group difference of donation intentions between students, faculty/staff, alumni, and local resident fans groups, one-way ANOVA method was used.

To describe a participant's athletic department website usage, donation experience, and demographic information including gender, age, economic status, and education, descriptive analysis was performed. A linear regression analysis method is used for finding a relationship between a dependent variable and one or more independent variables (Freedman, 2009). The linear regression analysis was used to find relationships between the dependent variable (fan's online donation intention) and independent variables (economic status, age, and website usage).

Study Two

Research Design

Study two was designed to examine the influence of communication types of CSR initiative (fan participatory / information delivery) and communication types of media (social media / traditional media) on college sport fans' online donation intentions to athletic departments. An experimental design was selected in this study to examine causal relations between two independent variables (CSR initiative and media) and one

dependent variable (online donation intention) by manipulating conditions of independent variables (Kirk, 2013). Factorial design was used because it can examine various effects of multiple independent variables on several dependent variables simultaneously (Bourgeois, Kravchenko, Parsons, & Wang, 2006). Especially two by two factorial design was selected because it is the most commonly used experimental design when effects of two levels of independent variables on dependent variables are examined through randomly assigned four groups (Bourgeois et al., 2006).

To examine how a fan's donation intention is different according to communication type of CSR initiative (fan participatory / information delivery) and communication type of media (social media / traditional media), a two by two factorial design with between-group subjects was used. CSR initiatives were divided into two types: 1) fan participatory event, and 2) information delivery event according to whether the philanthropic event information was delivered based on one-way or two-way communication. More specifically, the fan participatory CSR initiative was the athletic department's marketing strategy that fans could participate in philanthropic events directly and fans could interact with the athletic department. Information delivery CSR initiative was the athletic department's marketing strategy through philanthropic events as with the fan participatory CSR initiative. However, it focused mainly on delivering information about the philanthropic events effectively to fans without providing any opportunities for fans to participate directly in philanthropic events, or interact with the athletic department.

Media was divided into two types: 1) social media (Facebook), and 2) traditional media (newspaper). The media type was used to examine how the effectiveness of the

philanthropic event through social media on a fan's online donation intention is different from the philanthropic event through traditional media. Facebook was selected as a type of social media because it is the most commonly used social networking site that consumers can interact with other consumers and organizations (Bernstein, 2013). In terms of the traditional media, a local newspaper was used because it is one of the most commonly used types of traditional media in media research (Dimmick, Chen, & Li, 2004).

In study two, the dependent variable was a fan's online donation intention to the athletic department. Donation intention means a fan's willingness to make a donation to the athletic department to enhance quality of athletic programs, image of athletic department, and operating their business (Mahony et al., 2003; Verner et al., 1998; Walker, 2013). Thus, online donation intention was defined as a college sport fan's willingness to donate to the athletic department online.

Sampling

As with the case of study one, stratified random samples from University of Minnesota athletics' students, faculty/staff, alumni, and local resident fans were invited to take part in the second study. In terms of the student participants, undergraduate and graduate students at the University of Minnesota were recruited. The recruitment was conducted in classrooms of the school of Kinesiology by providing students with specific information about the study, including purpose of the study, importance of the study, benefits and risks of the study, and how to participate in the experiment. Upon completing the overview of the study, e-mail addresses were then collected from those students who were willing to participate in the online experiment. As with collecting

samples in study one, email addresses were collected only for those students who visited the official athletic site of the University of Minnesota in 2014.

With regard to faculty/staff participants, email addresses of faculty/staff were collected from website of the College of Public Affairs, Extension, Continuing Education, and Biological Science. Email addresses were collected from those websites because other department websites of the University of Minnesota were used for recruitment of the study one. Upon collecting email addresses from the respective college websites, individual contacts with faculty/staff were made to ask them whether they visited the official athletic site of the University of Minnesota in 2014 and if so, whether they were willing to participate in the online experimental survey.

In order to collect email addresses of alumni who were willing to participate in the online experiment, as with the study one, individual contact was made through Facebook and LinkedIn by sending alumni the experiment invitation message. Email addresses were collected only for alumni who visited the official athletic site of the University of Minnesota in 2014. In terms of collecting email addresses from local resident fans, recruitment was conducted at Williams Arena and the Sports Pavilion, located on the University of Minnesota campus. These facilities were selected because they were places where many visitors were gathered to watch men's and women's basketball games and gymnastic competitions during the weekends. To screen for students, faculty/staff, and alumni fans, visitors were asked whether they visited the official athletic site of the University of Minnesota in 2014 and whether they were a student, a faculty/staff, or alumnus of the University of Minnesota before explaining the study. To collect email addresses of local residents who were willing to participate in the

online experiment, the experiment information, including the purpose of study, benefits and risks, and consent form were introduced first, and then they were asked whether they were willing to participate in the study and email addresses were collected.

Experimental Materials

Experimental materials included four fictitious scenarios that were created based on two communication types of CSR initiative (fan participatory / information delivery) and two communication types of media (social media / traditional media). Scenarios are defined as “tools for ordering one’s perceptions about alternative future environments in which one’s decisions might be played out” (Schwartz, 1991, p. 2). This is an effective way to examine future uncertainties and assumptions of organizations (Chermack, 2005; Schwartz, 1991). Well-written scenarios are determined according to whether the scenarios are internally consistent and plausible, deliver storylines expressed in simple diagrams, and identify clear indicators that a given story is occurring (Chermack, 2005; Van der Heijden, 1997).

In this study, four fictitious scenarios were developed under the instruction of professors in the field of Journalism and Sport Management, an expert group regarding experimental design at the University of Minnesota (see Appendix C). To remove the influence of biased information attributed to a school name, a fictitious name of an athletic department and university were created. In terms of the philanthropic event used for study one, the athletic department’s donation campaign for the purpose of enhancing student-athletes’ education system was selected because the donation event for student-athletes is the most common form of philanthropic event performed by athletic departments. After the first drafts of scenarios were developed under the instruction of

the expert group, the scenarios were then reviewed by the expert group and five University of Minnesota sport management graduate students to check for internal consistency and feasibility.

A fictitious university, Big State University, and its fictitious athletic department were created in this study to minimize effects of confounding variables that might influence participants' donation intentions. The actual name of the NCAA Division school was not considered because a participant's perception toward those schools in NCAA Division I might be a confounding variable, which might affect their donation intentions in the experiment. To eliminate potential biases that might be attributed to design of the athletic site, a fictitious college athletic site was created by referring to official athletic sites of NCAA Division I schools. To remove potential biases that might be attributed to mascots of NCAA Division I schools, a fictitious mascot, a bald eagle was created. The fictitious mascot was created based only on caricature of the bald eagle without any alphabet symbols. The bald eagle was selected as a fictitious mascot because there was no school that uses the picture of bald eagle as a mascot symbol among 351 schools in NCAA Division I. Upon creating the fictitious mascot, it was presented to faculty and students in the School of Kinesiology and the School of Journalism to make sure whether the fictitious mascot reminded them of any schools in NCAA Division I and they did not name any schools. In other words, there was no association the fictitious mascot with names of NCAA Division I schools.

In the experiment, it was assumed that 1) the Big State University was a NCAA Division I member institution; 2) the school performed a donation campaign, which was a fundraising event to support student athletes' education in the form of giving scholarships

and supporting tutoring programs; and 3) each participant was attached to Big State University's athletic programs. In consideration of those three assumptions, four different scenarios were created based on two communication types of CSR initiative (fan participatory / information delivery) by two communication types of media (social media / traditional) factorial design. Before each participant started the online experiment, explanation of the stated assumptions was given to each participant. More specifically, each participant was asked to assume that they were fans attached to athletic programs at Big State University, which was a NCAA Division I school, and that they were engaged in the CSR event to help student-athletes at Big State University.

Scenario One (Fan Participatory CSR Initiative through Social Media). In the scenario of *Fan Participatory CSR Initiative through Social Media*, specific description about the purpose and importance of the donation campaign, and the way that fans can participate in the donation event, was shown on the Big State University athletic site. More specifically, the description included information that fans at Big State University were encouraged to share their interesting photos and videos associated with family and friends on the official Facebook site. Additional description included that fans could contribute to supporting student-athletes in several ways by uploading their photos and videos for a \$10 donation, clicking the "like" button for a \$2 donation, leaving a "comment" for a \$5 donation, or clicking the "share" button for a \$10 donation on others' photos or videos. The specific donation description was shown on the athletic site page, and examples of photos, videos, and donation banners were shown on the official Facebook page.

Scenario Two (Information Delivery CSR Initiative through Social Media).

In the scenario of *Information Delivery CSR Initiative through Social Media*, a description about the purpose and importance of the donation campaign was introduced on the athletic site of the Big State University. As with the scenario one (the fan participatory CSR initiative through social media), a fictitious official Facebook page of the Big State University was described next to the donation description on the athletic site page. Unlike the scenario one (fan participatory CSR initiative through social media), information about donation on the fictitious official Facebook was only described. More specifically, the fact that fans could upload their photos or videos on the Facebook in return for donating to student-athletes was not illustrated in this scenario. Information about the donation event was only described on the fictitious athletic site and Facebook.

Scenario Three (Fan Participatory CSR Initiative through Traditional

Media). In the scenario of *Fan Participatory CSR Initiative through Traditional Media*, the purpose of the donation campaign was introduced in the fictitious newspaper. The fictitious name and frame of the newspaper were created based on the standard of actual newspapers. In the fictitious newspaper, the donation event associated with supporting student-athletes at Big State University was described in detail. Then a specific way that fans could make a donation to student-athletes was illustrated in the fictitious newspaper. More specifically, it was described that fans could create their own photos or videos for themselves at the studio in return for donating \$10 to student-athletes, and where it was located in the bookstore at the Big State. At the end of the fictitious newspaper, fictitious contact information, including an email address and a phone number, were shown with a picture of the donation event.

Scenario Four (Information Delivery CSR Initiative through Traditional Media). In the scenario of *Information Delivery CSR Initiative through Traditional Media*, a description of the purpose and importance of the donation event was introduced in the fictitious newspaper. As with the scenario two (information delivery CSR initiative through social media), information about the donation event was only illustrated on the fictitious newspaper without any information about fan participation in the donation event. At the end of the fictitious newspaper, fictitious contact information of the Big State University athletic department was mentioned. The Fictitious contact information, including a fictitious email address and phone number were mentioned in each scenario to create plausible descriptions like real descriptions on official athletic sites and newspapers.

Instrument

To examine group differences of online donation intention according to communication type of CSR initiative and media with controlling effects of confounding variables, variables were modified based on previous research (Correa, Hinsley, & De Zúñiga, 2010; Dinev & Hart, 2005; Gwinner & Bennett, 2008; Kim & Walker, 2013; Mahony, Madrigal, & Howard, 2000; Walker, 2013; Walker & Kent, 2013). Variables of study two included one dependent variable (online donation intention) and five potential confounding variables (attitude toward the athletic department, social consciousness, social media use, donation experience, and commitment to the athletic department) that might affect a fan's online donation intention. In particular, those five potential confounding variables were created based on previous works from Ko et al.'s (2013) Model of Athletic Donor Motivations (MADOM), donation to the athletic department

(e.g., Billing et al., 1985; Mahony et al., 2003; Staurowski et al., 1996; Tsiotsou, 2007; Verner et al., 1998; Walker, 2013), and CSR marketing through social media (e.g., Kesavan et al., 2013). All items on the instrument were measured based on a Likert scale anchored by one (= strongly disagree) to seven (= strongly agree). In terms of the Likert scale, a 7-point Likert scale was selected in this study because a 7-point Likert scale is more reasonable scale regarding reliability, validity, or sensitivity compared to a 5-point scale or more point scale (Cummins & Gullone, 2000; Diefenbach, Weinstein, & O'Reilly, 1993). All variables in study two were modified based on item scales derived from previous works (Correa et al., 2010; Dinev & Hart, 2005; Gwinner & Bennett, 2008; Kim & Walker, 2013; Mahony et al., 2000; Walker, 2013; Walker & Kent, 2013).

Online Donation Intention. *Online Donation Intention* was a dependent variable in this study and was defined as a fan's willingness to donate to the athletic department online based on the concept of donor motivations from Ko et al. (2013). To measure a participant's online donation intention to the athletic department, three items were developed from Walker's (2013) and Kim and Walker's (2013) donation intention items. Items included fans' willingness to donate to the athletic department online, and their determination to make a donation. To control potential confounding variables that might affect online donation intention, items of attitude toward the athletic department, social consciousness, social media use, donation experience, and commitment to intercollegiate sports were modified.

Attitude toward the Athletic Department. *Attitude toward the Athletic Department* means a fan's feeling or way of thinking toward the athletic department. In terms of this variable, four items were modified based on the work of the sport fan

attitude scale proposed by Gwinner and Bennett (2008). Items included whether fans are in favor of the athletic department, whether the image of the athletic department is positive, and whether fans are satisfied with the athletic department.

Social Consciousness. *Social Consciousness* can be defined as a fan's degree of concern about social issues such as environment, health, and education in this study based on the concept of social consciousness from Walker and Kent (2013). Four items for social consciousness were modified based on the work of the social consciousness scale from Walker and Kent (2013) and the social awareness scale from Dinev and Hart (2005). Items included whether being aware of social issues such as the environment, health, and education is important to fans, and whether fans consider themselves socially conscious persons, and whether fans are concerned about social issues.

Social Media Use. *Social Media Use* was defined as the extent to which an individual uses social network sites and how much fans are psychologically committed to social media in daily life. Four items of the Social media use were modified based on the work from Correa, Hinsley, and De Zúñiga's (2010) social media use questions. Items included to what extent fans consider social media as part of their daily life, whether social media is useful and beneficial to fans, whether fans acquire much information through social media, and whether fans spend more time on social media than other traditional media such as TV, radio, and books.

Donation Experience. *Donation Experience* means the extent to which prior experience of donation to any charitable organizations affects intention to donate in the future. Three items of donation experience were modified based on work from Webb (2000). Items included whether direct or indirect experiences of donations influence fans'

donation intentions, whether fans' past donation experiences are important for them to make donations to help others, and whether they are willing to make a donation to others in the near future based on the previous donation experiences.

Commitment to Intercollegiate Sports. *Commitment to Intercollegiate Sports* means to what extent sport fans are psychologically attached to intercollegiate sports.

Four items of commitment to intercollegiate sports were modified based on the Psychological Commitment to Team (PCT) scale from Mahony, Madrigal, and Howard (2000). Items included to what extent fans care about intercollegiate sports, to what extent intercollegiate sports are important to fans, whether fans are passionate to watch and attend intercollegiate sport games, and to what extent intercollegiate sports are worthwhile for fans.

Pilot Study

To confirm successful manipulation checks for each scenario and to ensure validity and reliability of the questionnaire, a pilot study was performed. A questionnaire was created by developing items from previous works, including donation intention scale (Kim & Walker, 2013; Walker, 2013), sport fan attitude scale (Gwinner & Bennett, 2008), social consciousness scale (Walker & Kent, 2013), social awareness scale (Dinev & Hart, 2005), social media use (Correa, Hinsley, & De Zúñiga, 2010), and Psychological Commitment to Team (PCT) scale (Mahony, Madrigal, & Howard, 2000).

To ensure validity of the questionnaire, the draft questionnaire was distributed to 15 students and five faculty in the School of Kinesiology and the School of Journalism at the University of Minnesota. They were asked to check whether the scenarios were plausible and whether the description of the questionnaire was understandable. They were

also asked to check typos, incomprehensible words or sentences, and ambiguous expressions. Upon revising the questionnaire based on their feedback, the online experimental survey was created through the online survey site, “Qualtrics”. Based on the four scenarios in the study, four different experimental surveys were created through the survey website. After completion of those experimental surveys online, eight students from the Schools of Kinesiology or Journalism were asked to complete each survey to check for technical difficulties in the process of taking the survey. Upon completing the review of the experimental survey online, participants were recruited to conduct the pilot study.

A total of 60 participants were recruited from students ($n = 15$), faculty/staff ($n = 15$), alumni ($n = 15$), and local resident fans ($n = 15$) from the University of Minnesota in December 2015. After collecting the pilot samples, the data was analyzed to ensure validity of the experimental design and reliability of items on the instrument. To check reliability of each question, reliability analysis was conducted by using Cronbach’s alpha. As a result of the analysis, reliability of donation intention (Cronbach’s $\alpha = .89$), attitude toward the athletic department (Cronbach’s $\alpha = .87$), social consciousness (Cronbach’s $\alpha = .87$), use of social media (Cronbach’s $\alpha = .93$), donation experience (Cronbach’s $\alpha = .80$), commitment to intercollegiate sports (Cronbach’s $\alpha = .95$) were satisfied based on Nunnally and Bernstein’s (1994) acceptable level of internal consistency (Cronbach’s $\alpha \geq 0.7$). With regard to the normality check, a value of skewness for each item was ranged from -1.12 to .15, and kurtosis of each item was ranged from -.83 to 1.75. That is, normality for the pilot study was confirmed based on the acceptable standard of normal

distribution (skewness < 2, kurtosis < 4) (West, Finch, & Curran, 1995). Therefore, reliability of items on the instrument was successfully ensured.

To ensure a successful manipulation check, an independent sample t-test was performed on the communication types of CSR initiative (fan participatory / information delivery) and communication types of media (social media / traditional media) separately. For the manipulation of philanthropic event type, a question about whether the scenario was more associated with fan participation or simple information delivery was asked to each participant based on a 7-point Likert scale anchored by one (= simple information delivery event) to seven (= fan participation event). The results showed there was a significant difference in the mean score for the information delivery philanthropic event ($M = 2.5$, $SD = 1.20$) and the fan participatory philanthropic event ($M = 6.43$, $SD = .90$); $t(58) = 14.41$, $p < .05$.

For the manipulation of media type, a question about whether the scenario was more associated with social media or traditional media was asked to each participant based on a 7-point Likert scale anchored by one (= traditional media) to seven (= social media). The result of the independent sample t-test revealed that there was a significant difference in the mean score for traditional media ($M = 1.10$, $SD = .37$) and social media ($M = 6.70$, $SD = .79$); $t(58) = 35.29$, $p < .05$. Based on the results of the independent sample t-test, the manipulation check was successfully ensured.

Data Collection

Upon completing the pilot study in December 2014, email addresses of potential participants who were willing to participate in the online experimental survey were collected. A total of 352 email addresses were collected from students, faculty/staff,

alumni, and local resident fans of the University of Minnesota between December 2014 and January 2015. Of the 352 email addresses, 60 email addresses in each group were randomly selected respectively using the random sample generation program in Excel 2013 software. After the random selection of email addresses, the experimental survey email was sent to each participant in January 2015. To randomly assign one of four scenarios to participants, four survey links were randomly assigned for those 240 email addresses (60 email addresses \times 4 groups) by using the random sample generation program in Excel 2013 software as well. The survey email was sent to 240 email addresses and a total of 184 responses (male: 85 / female: 99) were collected until mid-February 2015.

Data Analysis

The research design of study two was two communication types of CSR initiative (fan participatory / information delivery) by two communication types of media (social media / traditional media) factorial design with between subjects on the dependent variable, a fan's donation intention toward the athletic department. In study two, two-way ANOVA and Analysis of Covariance (ANCOVA) were used for testing different effects of CSR initiative and media on a fan's online donation intention and interaction between CSR initiative and media. Two-way ANOVA is a statistical analysis method used for evaluating effects of different two independent variables (nominal variables) on one dependent variable (measurement variable) (McDonald, 2009). ANCOVA is a statistical analysis method that evaluates whether mean scores of a dependent variable among categorical independent variables are identical under controlling effects of other continuous variables that may affect causal relations between independent variables and a

dependent variable (Howell, 2009). Since the purpose of the study was to examine the influence of communication type of CSR initiative and communication type of media on the dependent variable (a fan's online donation intention to the athletic department) by controlling effects of potential confounding variables, such as the attitude toward the athletic department, social consciousness, social media use, donation experience, and commitment to the intercollegiate sports, ANCOVA method was used in this study.

Multiple regression is generally used to examine casual relations between more than two independent variables and one dependent variable (Chatterjee & Hadi, 2013). In this study, the multiple regression analysis was used to analyze whether there was a relationship between a fan's degree of social consciousness and their donation intention and attitude toward the athletic department.

Reliability and Validity

Checking reliability and validity of an instrument is important in quantitative research because it is closely related to detecting errors that might affect measurement issues in the study (Ivankova, 2002). Reliability is defined as "accuracy and precision of a measurement procedure" (Ivankova, 2002, p. 55). A pilot study was conducted in both studies respectively to check the reliability of items on the instrument and to modify inappropriate items in each instrument. Successful scale reliability of each study was determined based on Nunnally and Bernstein's (1994) acceptable level of internal consistency (Cronbach's $\alpha \geq 0.7$).

Validity is defined as "the degree to which a study accurately reflects or assesses the specific concept or construct that the researcher is attempting to measure" (Ivankova, 2002, p. 55). The concept of validity can be divided into two categories: internal and

external validity (Kirk, 2013). Internal validity is associated with the extent to which a measuring instrument correctly concludes the causal relation between independent and dependent variables based on the research design (Kirk, 2013). External validity is related to dealing with generalizations to populations based on the study and dealing with environment of the experiment such as settings or treatments (Bracht & Glass, 1968).

To ensure the internal validity in study one, samples were randomly assigned. With regard to the external validity in study one, the research method including research design, sampling procedure, data collection, data analysis, and items in each instrument were developed under the instruction of an expert group, sport management professors at the University of Minnesota. In terms of internal validity in study two, fictitious scenarios were developed to remove effects of confounding variables and random assignment was used to ensure internal validity. To improve the external validity of study two, experimental design including scenarios and items of instruments was developed under the instruction of experimental study experts, professors in the school of Kinesiology and the School of Journalism at the University of Minnesota and stratified random sampling method was used.

In short, the reliability of each study was successfully ensured based on Nunnally and Bernstein's (1994) acceptable level of internal consistency (Cronbach's $\alpha \geq 0.7$). In terms of validity for each study, study one was satisfied through random assignment and study two was confirmed through the result of manipulation check. Therefore, reliability and validity check for each study were successfully met.

Summary

This chapter depicted research methods of two studies, including research design, sampling procedure, data collection, and data analysis. Study one was designed in the form of an online survey method and samples were collected for fans of the University of Minnesota athletics (e.g., students, faculty/staffs, alumni, and, and local residents in Minnesota). In terms of data analysis, SEM, one-way ANOVA, and regression analysis were used. Study two was designed in the form of online experiment. As with study one, samples of study two were fans of the University of Minnesota athletics (students, faculty/staffs, alumni, and, and local residents in Minnesota). To analyze the data of study two, two-way ANOVA, ANCOVA, and regression analysis method were used. The method of each study was developed according to the purpose of each study. Results of two studies are presented in the following chapter.

CHAPTER FOUR

RESULTS

This chapter delineates the results of the two studies separately. For study one, first descriptive findings associated with demographic information, usage of the official athletic site, donation experience, and donation motivations are presented. Second, results of the multivariate analysis, including CFA, SEM, one-way ANOVA, and multiple regression, are reported. In study two, demographic findings are first described and then results of the multivariate analysis, two-way ANOVA, ANCOVA, and multiple regression are presented.

Study One

A total of 530 samples were collected from students, faculty/staff, alumni, and local resident fans of the University of Minnesota. Of the 530 samples, there were 40 missing data and those were excluded in data analysis to obtain accurate results. Thus, 490 samples were used for data analysis; students (see Table 1). The overall average age of the 490 respondents was 36.1 years; average ages of students ($M = 20.68$), faculty/staff ($M = 49.34$), alumni ($M = 35.28$), and local residents ($M = 38.41$).

Table 1

Overview of Demographics

Group	Male	Female	Total
Students	83	45	128
Faculty/Staff	47	93	140
Alumni	61	63	124
Local residents	45	53	98
Total	236	254	490

Descriptive statistics showed that 278 (56.7%) of the total 490 respondents visited the University of Minnesota official athletic site regularly more than once a month in 2014; students ($n = 103$), faculty/staff ($n = 49$), alumni ($n = 69$), and local residents ($n = 57$). Of the 278 respondents, 63 respondents (22.7%) visited the athletic site to gather information about athletic department philanthropic events (students = 15, faculty/staff = 2, alumni = 15, and local residents = 31), and 68 respondents (24.5%) visited the athletic site to find information about how they could financially donate to the athletic department (students = 7, faculty/staff = 4, alumni = 21, and local residents = 36). Of the total 490 respondents, 85 respondents (17.3%) donated to the athletic department of the University of Minnesota (students = 4, faculty/staff = 14, alumni = 32, and local residents = 35) mainly due to feeling pride in the success of the athletic programs at the University of Minnesota (see Table 2). Of the total 490 respondents, 405 (82.7%) respondents did not donate to the athletic department of the University of Minnesota (students = 124, faculty/staff = 126, alumni = 92, and local residents = 62) mainly due to lack of information about how to make a donation to the athletic department (see Table 3).

Table 2

Donation Motivation to the Athletic Department

What motivates you to make a donation to the athletic department?		
Donation motivation to the athletic department	Frequency (Total N=490)	Percent (%)
To feel pride in the success of the athletic programs at the U of M	59	12.0%
To show my dedication to the athletic department at the U of M	57	11.6%

To support the athletic department for a philanthropic purpose	46	9.4%
To receive tangible benefits such as a parking privilege, ticket discount, or tax deduction	30	6.1%
To have an opportunity to shape the direction of the department	29	5.9%
To receive public recognition for my contribution	9	1.8%
Other reasons (To support student-athletes, good reputation)	20	4.1%
* Total respondents who donated to the athletic department	85	17.3%

Note. Respondents were allowed to answer multiple reasons

Table 3

Barriers to Making a Donation to the Athletic Department

What are barriers to making a donation to the athletic department?		
Reasons not to donate to the athletic department	Frequency (Total N=490)	Percent (%)
Because I was not interested in making a donation to the athletic department at the U of M	269	54.9%
Because I was not familiar with how to make a donation to the athletic department at the U of M	75	15.3%
Because there was no direct benefit from the donation to the athletic department at the U of M	46	9.4%
Because I was not satisfied with the athletic department's philanthropy programs or events	18	3.7%
Because the system of donation to the athletic department looked unsafe	5	1.0%
Other reasons (No money / No information on the website)	114	23.3%
* Total respondents who did not donate to the athletic department	405	82.7%

Note. Respondents were allowed to answer multiple reasons

In short, 56.7% of the total respondents visited the University of Minnesota official athletic site in 2014 to gather information about athletic department philanthropic events, and to find information about how they could financially donate to the athletic department. In terms of past donation experience, 17.3% of total respondents donated to the athletic department of the University of Minnesota. In particular, fans of the University of Minnesota donated to the athletic department to gain intangible benefits such as feeling pride in the success of the athletic programs or showing dedication to the athletic department. However, 82.7% of total respondents did not donate to the athletic department, mainly due to low interest in donation, economic difficulty, and a lack of information on the official athletic site. To evaluate the extent to which respondents were identified with the University's athletic department and how respondents' identification was different among the four groups (students, faculty/staff, alumni, and local residents), fan-athletic department identification was analyzed. Table 4 shows mean and standard deviation of fan-athletic department identification in each group. The results revealed a high level mean score on fan-athletic department identification with the University of Minnesota athletic department ($M = 4.53$, $SD = 1.96$).

Table 4

Mean and Standard Deviation of Fan-Athletic Department Identification

Group	Mean	SD	N
Students	5.43	1.53	128
Faculty/Staff	3.15	1.78	140
Alumni	4.92	2.01	124
Local residents	4.83	1.62	98
Total	4.53	1.96	490

Note. 1 = very low, 7 = very high

A one-way ANOVA tested the mean difference of fan-athletic department identification among the four groups (students, faculty/staff, alumni, and local residents). Results showed a significant difference of fan-athletic department identification among the four groups $\{F(3, 486) = 43.09; p < .05\}$ (see Table 5). Based on F-test results, post hoc tests were used to compare specific group differences among the four groups.

Scheffe's multiple range method was used because the method is used when the sample size among groups is unequal (Day & Quinn, 1989). Post hoc tests revealed significant group differences between the students group ($M = 5.43, SD = 1.53$) and the faculty/staff group ($M = 3.15, SD = 1.78$), the faculty/staff group ($M = 3.15, SD = 1.78$) and the alumni group ($M = 4.92, SD = 2.01$), and the faculty/staff group ($M = 3.15, SD = 1.78$) and the local residents group ($M = 4.83, SD = 1.62$) respectively. Thus, mean score of fan-athletic department identification was the highest on the students group and the lowest on the faculty/staff group.

Table 5

One-way ANOVA Results for Fan-Athletic Department Identification

	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>Sig.</i>
Between	395.92	3	131.98	43.09	.000
Within	1488.54	486	3.06		
Total	1884.46	489			

Note. $P < .05$

To confirm the extent to which respondents showed attachment to the University of Minnesota and how it was different among the four groups, university attachment was analyzed. Table 6 shows mean and standard deviation of university attachment among the four groups. The result revealed that the overall mean score of attachment to the University of Minnesota was high ($M = 5.11$, $SD = 1.53$).

Table 6

Mean and Standard Deviation of University Attachment

Group	Mean	SD	N
Students	5.52	1.41	128
Faculty/Staff	5.20	1.52	140
Alumni	4.81	1.56	124
Local residents	4.83	1.55	98
Total	5.11	1.53	490

Note. 1 = very low, 7 = very high

A one-way ANOVA tested the mean differences for University attachment among the four groups (students, faculty/staff, alumni, and local residents). The result demonstrated there was a significant mean difference for University attachment among the four groups ($F(3, 486) = 6.11$; $p < .05$) (see Table 7). Post hoc comparisons, using the Scheffe's multiple range test, revealed significant group differences between the students group ($M = 5.52$, $SD = 1.41$) and the alumni group ($M = 4.81$, $SD = 1.56$), and between the students group ($M = 5.52$, $SD = 1.41$) and the local residents group ($M = 4.83$, $SD = 1.55$). However, there were no significant group differences between the faculty/staff and other three groups. Thus, the mean of university attachment in the

students group was higher than alumni and local residents group, but the mean of university attachment in the students group was not different from the mean of the faculty/staff group.

Table 7

One-way ANOVA Results for University Attachment

	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>Sig.</i>
Between	41.71	3	13.90	6.11	.000
Within	1105.78	486	2.28		
Total	1147.49	489			

Note. $P < .05$

Respondents' Online donation intentions were analyzed to estimate their willingness to make donations to the athletic department and to compare differences of online donation intention among the four groups. Table 8 depicts mean and standard deviation of online donation intention among the four groups. The results revealed that online donation intention to the University of Minnesota athletic department was slightly low ($M = 3.5$, $SD = 1.77$) on a 7-point Likert scale (1 = very low / 7 = very high).

Table 8

Mean and Standard Deviation of Online Donation Intention

Group	Mean	SD	N
Students	3.77	1.55	128
Faculty/Staff	2.38	1.47	140
Alumni	3.77	1.72	124
Local residents	4.41	1.71	98
Total	3.50	1.77	490

Note. 1 = very low, 7 = very high

To test whether there were mean differences of online donation intention among the four groups, a one-way ANOVA was conducted. The results showed a significant mean difference of online donation intention among the four groups ($F(3, 486) = 35.51$; $p < .05$) (see Table 9). Post hoc comparisons using the Scheffe's multiple range test revealed significant group differences between the students group ($M = 3.77$, $SD = 1.55$) and the faculty/staff group ($M = 2.38$, $SD = 1.47$), between the students group ($M = 3.77$, $SD = 1.55$) and the local residents group ($M = 4.41$, $SD = 1.71$), between the faculty/staff group ($M = 2.38$, $SD = 1.47$) and the alumni group ($M = 3.77$, $SD = 1.72$), between the faculty/staff group ($M = 2.38$, $SD = 1.47$) and the local residents group ($M = 4.41$, $SD = 1.71$), and between the alumni group ($M = 3.77$, $SD = 1.72$) and the local residents group ($M = 4.41$, $SD = 1.71$) respectively. In short, the mean of donation intention was the highest on the local residents group and the lowest on the faculty/staff group.

Table 9

One-way ANOVA Results for Online Donation Intention

	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>Sig.</i>
Between	275.01	3	91.70	35.51	.000
Within	1254.96	486	2.58		
Total	1530.06	489			

Note. $P < .05$

Measurement Model

Confirmatory Factor Analysis (CFA) was conducted to test validity of the measurement model before evaluating the fit of the structural model. Absolute fit of the

measurement model was evaluated based on the value of χ^2 , normed χ^2 , and RMSEA, and all fit indices were satisfied. In terms of the incremental fit, approximation fit indices (CFI, IFI, and TLI) were acceptable based on the standard of fit indices (good fit: CFI, IFI, TLI $\geq .90$) (Bentler, 1990; Tucker & Lewis, 1973). Therefore, validity of the measurement model was satisfied (see Table 10).

Table 10

Fit Indices for Measurement Model

Absolute fit		Incremental fit	
$\chi^2 = 1308.65$	Accepted ($p < .001$)	CFI = .94	
Normed $\chi^2 = 2.66$	Accepted (<3)	IFI = .94	Accepted ($> .90$)
RMSEA = .06	Accepted ($< .08$)	TLI = .93	

To confirm how well observed variables explain each latent variable, values of standardized factor loading were measured. Table 11 shows the results of standardized loadings of observed variables in each latent variable. The value of standardized factor loading ranged from .374 to .938 and all items were successfully ensured according to the minimum standard (standardized loading $>.5$) (Hair, Black, Babin, Anderson, & Tatham, 2006) except for three items (E_Sat 4, Ease_Do 1, Price_Sen 1).

Table 11

Standardized Loadings of Items for Latent Variables

Latent Variable	Item	Standardized loading
CSR Information Quality	Info_Q1: I am willing to make a donation to the athletic department online if the philanthropic events about community welfare, education, health, poverty, or environmental concerns are useful to me	.511

	Info_Q2: The U of M official athletic Site includes a lot of information about philanthropic events	.789
	Info_Q3: Obtaining information related to philanthropic events on the web site is useful to me	.548
	Info_Q4: The philanthropic events contained on the athletic site provide me with a wide range of information	.823
	E_Sat 1: I am satisfied with the information that talks about their philanthropic events on the official athletic site	.907
E-Satisfaction with CSR Initiatives	E_Sat 2: Being satisfied with the philanthropic events is one of the important reasons I support the U of M athletic programs	.807
	E_Sat 3: Based on all of my experience with the philanthropic events on the official athletic site, I feel very satisfied	.921
	E_Sat 4: Being satisfied with information of the philanthropic events on the athletic site is important for me to make a decision to donate to the athletic department	.374
	Don_Int 1: I will donate to philanthropic events performed by the athletic department on the official athletic site	.943
Online Donation Intention	Don_Int 2: I intend to donate to philanthropic events performed by the athletic department on the official athletic site	.936
	Don_Int 3: I am determined to donate to philanthropic events performed by the athletic department on the official athletic site	.930
	Fan_ID 1: I consider myself a “real” fan of the athletic department at the U of M	.932
Fan-Athletic Department Identification	Fan_ID 2: I have a lot of great memories from attending games at the U of M	.910
	Fan_ID 3: Being a fan of the athletic department at the U of M is very important to me	.938
	Fan_ID 4: I would experience a loss if I had to stop being a fan of the athletic department at the U of M	.920
	Univ_Att 1: A sense of belonging to the U of M is important to me	.872

	Univ_Att 2: I feel I am attached to the U of M	.914
University Attachment	Univ_Att 3: I feel I am close to other members of the U of M community	.897
	Univ_Att 4: I think students, employees or alumni of the U of M have influenced my thoughts and behaviors	.706
	Util_Sat 1: Considering make a donation to philanthropic events performed by the athletic department online, it is important for me to recognize the use of my contribution	.927
Utility Satisfaction	Util_Sat 2: Being satisfied with knowing the use of my contribution will affect my donation intention to philanthropic events performed by athletic department	.803
	Util_Sat 3: My donation will make me feel I am supporting the athletic programs in the athletic department	.738
	Util_Sat 4: I intend to make a donation online to philanthropic events performed by the athletic department if I can recognize the use of my contribution	.881
	Ease_Don 1: I will not make a donation to the athletic department online if it takes a long time or if too much information about the donor is required	.450
Ease of Donation	Ease_Don 2: Ease of finding information about how to make a donation on the athletic website is important for me to make a decision to donate	.921
	Ease_Don 3: I will make a donation to the athletic department online only if I can easily access the donation page on the athletic site	.589
	Ease_Don 4: Ease of the donation process on the official athletic site will affect my donation intention	.931
	Receiving_S 1: When considering donating to the athletic department on the official athletic site, it is important to me that I receive benefits such as reduced game tickets, tax deductions, preferred seating, valet parking, or various athletic program gifts	.842
Receiving Services	Receiving_S 2: It is important to me that I receive benefits related to athletic programs for my monetary gifts	.780

Price Sensitivity	Receiving_S 3: I will make a donation to the athletic department if I can receive useful benefits in exchange for my donation	.844
	Price_Sen 1: I will not make a donation to the athletic department if a minimum amount is designated on the official athletic site and the minimum is too high	.385
	Price_Sen 2: When considering donating to the athletic department online, price information regarding how much I should donate online to the athletic department is important to me	.655
	Price Sen 3: I will donate to the athletic department only if there is a price option I can select on the official athletic site	.631
	Price Sen 4: The designated minimum amount of the donation will affect my willingness to donate to the athletic department on the official athletic site	.775

To ensure a better fit of the measurement model, the CFA was repeated by excluding three unacceptable items (E_Sat 4, Ease_Do 1, Price_Sen 1) and four other items (Info_Q1, Fan_ID, Univ Att 4, Util_Sat 3) which were the lowest standardized loading in each latent variable. As a result of the repeated CFA, $\chi^2 ((288, N = 490) = 568.415, p < .001)$ and normed $\chi^2 (568.415/288 = 1.97)$ were acceptable, and approximation fit indices (CFI = .973, IFI = .973, TLI = .967, RMSEA = .045) were acceptable according to the standard of fit indices (Bentler, 1990; Kline, 1998; Tucker & Lewis, 1973; Ullman & Bentler, 2003). Therefore, the absolute fit and the incremental fit of the measurement model were satisfied.

To test the construct validity of the measurement model, convergent validity and discriminant validity were analyzed through the value of standardized loading, composite reliability, and the value of Average Variance Extracted (AVE). In terms of the convergent validity, standardized loadings of observed variables ranged from .518 to .942 and all values were higher than .5, which is an acceptable level of standardized loading

(Hair et al., 2006). The composite reliability of each observed variable ranged from .741 to .955, meaning that values of composite reliability in all observed variables were satisfied according to acceptable standard of composite reliability ($> .7$) (Hair et al., 2006). AVE of each observed variable ranged from .500 to .876, presenting acceptance based on the minimum standard of AVE ($> .5$) (Fornell & Larcker, 1981). Therefore, convergent validity of the measurement model was accepted (see Table 12).

Table 12

Convergent Validity of the Measurement Model

Observed Variable	Standardized loadings ($p < .001$)	Standardized loading Square ($p < .001$)	Measurement Error	Estimate of variance	Composite Reliability	Average Variance Extracted
Information Quality 2	.773	.598	.402	.496		
Information Quality 3	.518	.268	.732	1.506	.778	.550
Information Quality 4	.885	.783	.217	.255		
E-Satisfaction 1	.910	.828	.172	.323		
E-Satisfaction 2	.801	.642	.358	.856	.911	.775
E-Satisfaction 3	.925	.856	.144	.283		
Donation Intention 1	.942	.887	.113	.384		
Donation Intention 2	.936	.876	.124	.427	.955	.876
Donation Intention 3	.930	.865	.135	.449		
Fan-Athletic Department Identification 1	.926	.857	.143	.589		
Fan Athletic Department Identification 3	.939	.882	.118	.493	.951	.865

Fan Athletic Department Identification 4	.925	.856	.144	.640		
University Attachment 1	.876	.767	.233	.606		
University Attachment 2	.932	.869	.131	.352	.924	.801
University Attachment 3	.876	.767	.233	.664		
Utility Satisfaction 1	.929	.863	.137	.320		
Utility Satisfaction 2	.795	.632	.368	.393	.903	.758
Utility Satisfaction 4	.882	.778	.222	.989		
Ease of Donation 2	.915	.837	.163	.443		
Ease of Donation 3	.591	.349	.651	3.730	.865	.689
Ease of Donation 4	.939	.882	.118	.320		
Receiving Services 1	.841	.707	.293	.895		
Receiving Services 2	.781	.610	.390	1.232	.862	.677
Receiving Services 3	.844	.712	.288	.747		
Price Sensitivity 2	.645	.416	.584	1.428		
Price Sensitivity 3	.575	.331	.669	1.482	.741	.500
Price Sensitivity 4	.860	.740	.260	.480		

To test the discriminant validity of the measurement model, correlation of latent variables and comparison AVE with correlation square were analyzed. Table 13 shows correlations among latent variables in the measurement model. Correlation coefficient (r) ranged from .01 to .72, meaning that there were no high correlations among latent variables. Based on the general standard of correlation ($|r| < .85$) to determine the

discriminant validity (Kline, 2010), the discriminant validity of the measurement model was successfully confirmed.

Table 13

Correlations of Latent Variables

	Info Quality	E- Satisfaction	Fan ID	University Attachment	Utility Satisfaction	Ease of Donation	Donation Intention	Receiving Services	Price Sensitivity
Info Quality	1	.465	.28 0	.156	.342	.316	.388	.310	.134
E-Satisfaction	.	1	.48 8	.278	.430	.562	.690	.492	.130
Fan ID	.	.	1	.397	.458	.524	.621	.519	.117
University Attachment	.	.	.	1	.162	.195	.250	.180	.130
Utility Satisfaction	1	.696	.695	.598	.095
Ease of Donation	1	.771	.588	.173
Donation Intention	1	.723	.119
Receiving Services	1	.129
Price Sensitivity	1

Table 14 describes a comparison of the AVE of each latent variable with the correlation squares between two latent variables. The AVE of each latent variable was higher than correlation squares in each column, meaning that the discriminant validity of the measurement model was satisfied based on an acceptable standard of comparison AVE with correlation squares (AVE > correlation squares) (Fornell & Larcker, 1981). Therefore, the construct validity of the measurement model was successfully assured based on the results of the convergent validity and the discriminant validity.

Table 14

Comparison AVE with Correlation Squares among Latent Variables

	Info Quality	E- Satisfaction	Fan ID	University Attachment	Utility Satisfaction	Ease of Donation	Donation Intention	Receiving Services	Price Sensitivity
AVE	.550	.775	.865	.801	.758	.689	.876	.677	.500
Info Quality	1	.216	.078	.024	.117	.100	.151	.096	.018
E-Satisfaction	.	1	.238	.077	.185	.316	.476	.242	.017
Fan ID	.	.	1	.158	.210	.275	.386	.269	.014
University Attachment	.	.	.	1	.026	.038	.063	.032	.017
Utility Satisfaction	1	.484	.483	.357	.009
Ease of Donation	1	.594	.346	.030
Donation Intention	1	.523	.014
Receiving Services	1	.017
Price Sensitivity	1

Structural Model Testing

Based on the results of CFA, the proposed model was tested using SEM. With regard to the model fit, the absolute fit of the structural model was evaluated based on the value of χ^2 , normed χ^2 , and RMSEA, and all values were successfully accepted. In terms of the incremental fit of the proposed model, all values of approximation fit indices (CFI, IFI, and TLI) were accepted. Thus, the fit of the structural model was successfully confirmed (see Table 15).

Table 15

Fit Indices for Structural Model

Absolute fit		Incremental fit	
$\chi^2 = 823.34$	Accepted ($p < .001$)	CFI = .95	
Normed $\chi^2 = 2.71$	Accepted (< 3)	IFI = .95	Accepted ($> .90$)
RMSEA = .06	Accepted ($< .08$)	TLI = .94	

Regarding the hypotheses of the structural model, there were significant relationships between CSR information quality and e-satisfaction with CSR initiatives (H1), e-satisfaction with CSR initiatives and online donation intention (H2), e-satisfaction with CSR initiatives and university attachment (H3), e-satisfaction with CSR initiatives and fan-athletic department identification (H4), fan-athletic department identification and online donation intention (H6), ease of donation and online donation intention (H8), utility satisfaction and online donation intention (H9), and receiving services and online donation intention (H10). However, the relationship between university attachment and online donation intention (H5) and the relationship between price sensitivity and online donation intention (H7) were not significant. In short, all hypotheses were confirmed except hypothesis five and seven (see Table 16).

Table 16

Results of Hypothesis Testing

	Hypothesis	Estimate	C. R.	P-value	Hypothesis Testing
H1	The quality of CSR initiative information on the official athletic site affects a fan's e-satisfaction with the CSR initiative	.74	10.16	$P < .001$	Accepted
H2	A fan's e-satisfaction with the CSR initiative on the official athletic site affects a fan's online donation intention	.39	8.70	$P < .001$	Accepted

H3	A fan's e-satisfaction with the CSR initiative on the official athletic site affects a fan's attachment to the University	.32	6.10	$P < .001$	Accepted
H4	A fan's e-satisfaction with the CSR initiative on the official athletic site affects a fan's identification with the athletic department	.75	11.21	$P < .001$	Accepted
H5	A fan's attachment to the University affects a fan's online donation intention	.01	-.29	$P = .77$	Rejected
H6	A fan's identification with the athletic department affects a fan's online donation intention	.14	5.07	$P < .001$	Accepted
H7	Price sensitivity affects a fan's online donation intention	-.06	-1.18	$P = .24$	Rejected
H8	Ease of donation affects a fan's online donation intention	.34	7.27	$P < .001$	Accepted
H9	Utility satisfaction affects a fan's online donation intention	.18	3.99	$P < .001$	Accepted
H10	Receiving services affects a fan's online donation intention	.30	6.84	$P < .001$	Accepted

Note. $P < .001$

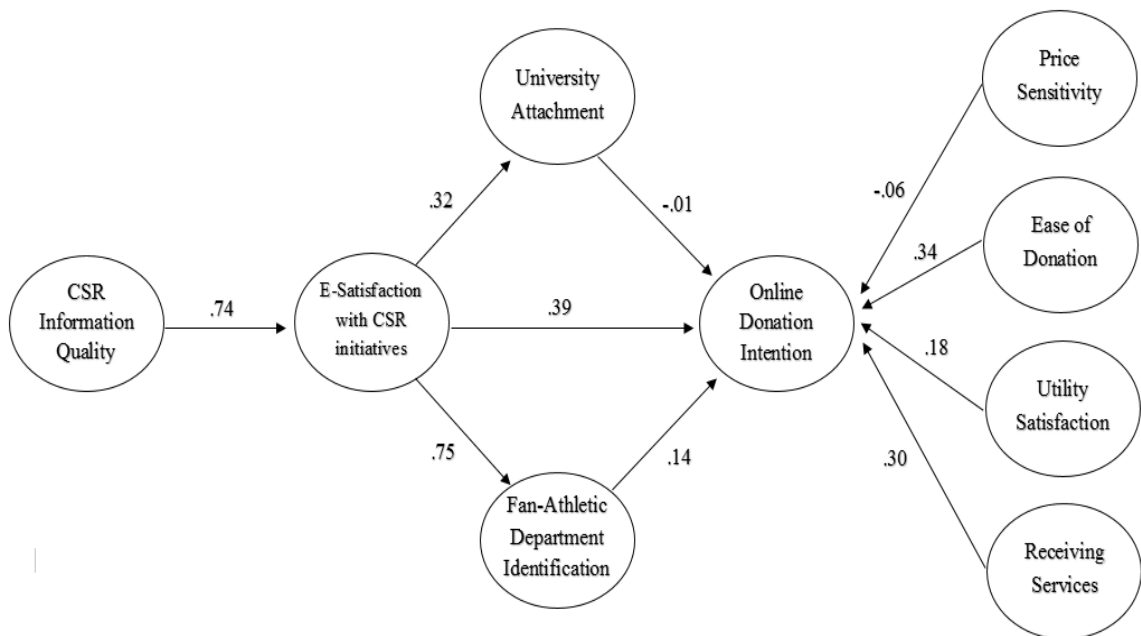


Figure 2. Proposed Model of Study One

Based on the results of SEM (see Figure 2), the proposed model was revised by deleting hypothesis five and seven, and the structural model was retested. All values related to the model fit were accepted ($\chi^2 = 691.349$, normed $\chi^2 = 2.90$, CFI = .95, IFI = .96, TLI = .95, RMSEA = .06). Thus, the fit of the revised structural model was successfully ensured (see Figure 3).

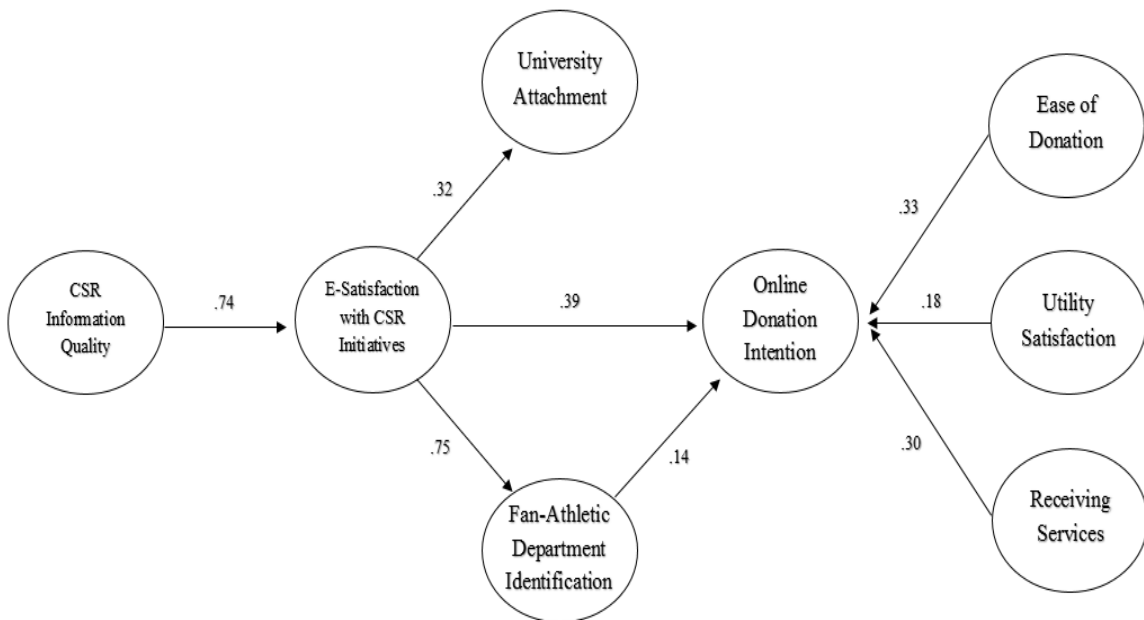


Figure 3. Revised Model of Study One

Table 17 shows indirect effects among latent variables. In particular, information quality of CSR initiatives indirectly affected fan-athletic department identification ($\gamma = .258$), university attachment ($\gamma = .150$), and online donation intention ($\gamma = .199$) through e-satisfaction with CSR initiatives on the official athletic site. E-satisfaction with CSR initiatives also indirectly affected online donation intention ($\gamma = .08$) through fan-athletic department identification. Therefore, the quality of CSR initiative information on the official athletic site of the University of Minnesota was a significant factor that indirectly

affected fans' identification with the athletic department, attachment to the University of Minnesota, and online donation intentions to the athletic department on the official athletic site.

Table 17

Indirect Effects for the Revised Model

Model Pathway				Standardized Indirect Effect	
CSR Information Quality	➡	E-Satisfaction with CSR Initiatives	➡	Fan-Athletic Department Identification	.258
CSR Information Quality	➡	E-Satisfaction with CSR Initiatives	➡	Online Donation Intention	.199
E-Satisfaction with CSR Initiatives	➡	Fan-Athletic Department Identification	➡	Online Donation Intention	.08
CSR Information Quality	➡	E-Satisfaction with CSR Initiatives	➡	University Attachment	.150

To examine how demographic information (household income and age) and frequency of visiting the University of Minnesota official athletic site influenced fans' online donation intentions, a multiple regression analysis was performed. The results demonstrated the regression model was significant ($F(3, 486) = 24.96, p < .05, R^2 = .13, R^2_{\text{Adjusted}} = .13$) and the frequency of visiting the University of Minnesota official athletic site significantly predicted the value of online donation intention ($\beta = .33, t(489) = 7.33, p < .05$). However, household income and age did not predict fans' online donation intentions toward the athletic department.

In short, results of study one demonstrated several points. First, fans of the University of Minnesota donated to the athletic department to feel pride in the success of athletic programs. However, fans were reluctant to donate to the athletic department, mainly due to a lack of interest and money. Second, frequency of visits to the University of Minnesota official athletic site significantly predicted fans' online donation intentions to the athletic department. Third, quality of information about philanthropic events significantly affected fans' E-satisfaction with CSR initiatives presented on the official athletic site. Fourth, fans' e-satisfaction with CSR initiatives on the official athletic site affected fans' attachment to the University of Minnesota, fans' identification with the athletic department, and fans' online donation intentions separately. Fifth, fans' identification with the athletic department directly affected fans' online donation intentions to the athletic department on the official athletic site. Finally, ease of donation, utility satisfaction, and receiving services were significant factors that affected fans' online donation intentions to the University of Minnesota athletic department.

Study Two

A total of 184 samples were collected from students, faculty/staff, alumni, and local resident fans of the University of Minnesota. There was no missing data in study two. Therefore, 184 samples were used for data analysis (see Table 18). The average age of the total 184 respondents was 34.83 years; students ($M = 20.85$), faculty/staff ($M = 40.58$), alumni ($M = 36.09$), and local residents ($M = 44.83$).

Table 18

Overview of Demographics

Group	Male	Female	Total
Students	35	19	54
Faculty/Staff	12	28	40
Alumni	16	27	43
Local residents	22	25	47
Total	85	99	184

Table 19 shows online donation intention among the four groups according to types of CSR initiative (fan participatory/information delivery) and types of media (social media/traditional media). Average mean score of online donation intention was slightly low ($M = 3.25$, $SD = 1.59$) based on a 7 point Likert scale (1 = very low, 7 = very high). The group of fan participatory CSR initiatives through social media was the highest mean score ($M = 4.33$, $SD = 1.52$) and the group of information delivery CSR initiatives through traditional media was the lowest mean score ($M = 2.35$, $SD = 1.19$). Overall, respondents' online donation intentions in fan participatory CSR initiative groups were higher than online donation intentions in information delivery CSR initiative groups regardless of types of media. Regarding the difference of online donation intention between social media and traditional media, online donation intention in social media groups were higher than online donation intentions in traditional media groups regardless of types of CSR initiative.

Table 19

Online Donation Intention according to Type of CSR initiative and Media

CSR initiative	Media	Mean	SD	N
Fan participatory	Social media	4.33	1.52	45
	Traditional media	3.69	1.29	48
Information delivery	Social media	2.61	1.50	45
	Traditional media	2.35	1.19	46
Total		3.25	1.59	184

Note. 1 = very low, 7 = very high

To test group differences of online donation intention according to two types of CSR initiative and two types of media, a two-way ANOVA test was performed. Table 20 shows significant group differences of fans' online donation intentions according to type of CSR initiative ($F(1, 180) = 56.88; p < .05$) and type of media ($F(1, 180) = 4.86; p < .05$). That is, there were significant group differences between fan participatory CSR initiatives and information delivery CSR initiatives, and between social media and traditional media on online donation intention to the athletic department. In particular, CSR initiative was a more significant factor that affected respondents' online donation intentions compared to effect of media on respondents' online donation intention. In terms of interaction effect between CSR initiative and media, there was no interaction effect on online donation intention.

Table 20

Two-way ANOVA Results for Online Donation Intention

Source	SS	df	MS	F	Sig.
CSR initiative	108.49	1	108.49	56.88	.000
Media	9.28	1	9.28	4.86	.029
CSR initiative * Media	1.65	1	1.65	.87	.353
Error	343.35	180	1.91		
Total	461.67	183			

Note. * Interaction between types of CSR initiative and types of media

To examine exact group differences for respondents' online donation intentions according to type of CSR initiative and type of media with controlling effects of confounding variables on online donation intention, ANCOVA was performed. Attitude toward the athletic department, social consciousness, social media use, donation experience, and commitment to intercollegiate sports were considered as the covariate that might affect online donation intention. Table 21 shows the results of ANCOVA for online donation intention according to types of CSR initiative and media. The results demonstrate that attitude toward the athletic department ($F(1, 175) = 7.32; p < .05$), social consciousness ($F(1, 175) = 4.62; p < .05$), and commitment to intercollegiate sports ($F(1, 175) = 6.67; p < .05$) affected group differences for a fan's online donation intention according to type of CSR initiative and media. That is, there were effects of confounding variables on online donation intention. However, social media use ($F(1, 175) = 1.15; p = .286$) and donation experience ($F(1, 175) = .90; p = .344$) did not affect

the results of group differences for online donation intention according to types of CSR initiative and media at the alpha level of .05.

Table 21 also shows group differences for a fan's online donation intention according to types of CSR initiative and media with controlling effects of confounding variables (attitude toward the athletic department, social consciousness, and commitment to intercollegiate sports). The results revealed that adjusted F -value of CSR initiative was 59.49, $p < .05$ and adjusted F -value of media was 8.03, $p < .05$. Thus, there were group differences for online donation intention in both CSR initiative and media at the alpha level of .05. However, there was no interaction effect between CSR initiative and media on fans' online donation intentions to the athletic department ($F(1, 175) = .02$; $p = .887$).

Table 21

ANCOVA Results for Online Donation Intention according to CSR Initiative and Media

Source	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>Sig.</i>
Attitude toward the athletic department	12.11	1	12.11	7.32	.007
Social consciousness	7.65	1	7.65	4.62	.033
Social media use	1.90	1	1.90	1.15	.286
Donation experience	1.49	1	1.49	.900	.344
Commitment to intercollegiate sports	11.03	1	11.03	6.67	.011
CSR initiative	98.41	1	98.41	59.49	.000
Media	13.28	1	13.28	8.03	.005
CSR initiative * Media	.034	1	.034	.020	.887
Error	289.47	175	1.65		
Total	461.67	183			

Note. * Interaction between CSR initiative and media

Table 22 shows adjusted mean and standard error of online donation intention, controlling effects of confounding variables (attitude toward the athletic department, social consciousness, and commitment to intercollegiate sports) on a fan's online donation intention. Adjusted mean of online donation intention in fan participatory CSR initiative through social media ($M = 4.28$, $SE = .19$) and in information delivery CSR initiative through traditional media ($M = 2.24$, $SE = .19$) decreased from .05 and .11 respectively compared to observed mean of online donation intention before controlling effects of confounding variables. However, adjusted mean of online donation intention in fan participatory CSR initiative through traditional media ($M = 3.71$, $SE = .19$) and in information delivery CSR initiative through social media ($M = 2.75$, $SE = .20$) increased from .02 and .14 respectively.

Table 22

Adjusted Mean and Standard Error of Online Donation Intention by ANCOVA

CSR initiative	Media	Mean		Standard Error		N
		Observed	Adjusted	Observed	Adjusted	
Fan participatory	Social media	4.33	4.28	.21	.19	45
	Traditional media	3.69	3.71	.20	.19	48
Information delivery	Social Media	2.61	2.75	.21	.20	45
	Traditional media	2.35	2.24	.20	.19	46

Note. Mean of donation intention: 1 = very low, 7 = very high

In summary, results of two-way ANOVA and ANCOVA show that there were group differences for a fan's online donation intention to the athletic department according to type of CSR initiatives and media respectively. That is, 1) there were differences between fan participatory CSR initiatives and information delivery CSR initiatives on a fan's online donation intention and 2) there were differences between social media and traditional media on a fan's online donation intention. Therefore, hypothesis one and two of study two were accepted (see Table 23).

Table 23

Results of Hypothesis Testing

	Hypothesis	Hypothesis Testing
H1	Fan participatory CSR initiatives have a greater effect on a fan's online donation intention to the athletic department than information delivery CSR initiatives	Accepted
H2	Communicating CSR initiatives through social media has a greater effect on a fan's online donation intention to the athletic department than communicating CSR initiatives through traditional media	Accepted

To examine correlations among variables (online donation intention, attitudes toward the athletic department, social consciousness, social media use, donation experience, commitment to intercollegiate sports), Pearson correlation analysis was performed. The results revealed a moderate positive correlation between commitment to intercollegiate sports and attitude toward the athletic department ($r = .62$, $n = 184$, $p = .00$) at the alpha level of .05 based on the standard of a correlation coefficient (Hinkle, Wiersma, & Jurs, 2003). Specific results of correlations are listed below in table 24.

Table 24

Results of Pearson Correlation among Variables

	Online donation intention	Attitude toward the athletic department	Social consciousness	Social media use	Donation experience	Commitment to intercollegiate sports
Online donation intention	1	.30**	.13	.13	.08	.26**
Attitude toward the athletic department	.30**	1	-.10	.30**	.15*	.62**
Social consciousness	.13	-.10	1	.10	.38**	-.16*
Social media use	.13	.30**	.10	1	.21**	.32**
Donation experience	.08	.15*	.38**	.21**	1	.13
Commitment to intercollegiate sports	.26**	.62**	-.16*	.32**	.13	1

Note. * $p < .05$; ** $p < .01$

Based on the results of correlations among variables, multiple regression analysis was performed to find factors that significantly affected a fan's online donation intention among attitudes toward the athletic department, social consciousness, social media use, donation experience, and commitment to intercollegiate sports. Table 25 shows the results of ANOVA for the multiple regression model and it was found that attitude toward the athletic department and social consciousness explained a significant amount of the variance in the value of online donation intention ($F(2, 181) = 11.60, p < .05, R^2 = .11, R^2_{Adjusted} = .10$).

Table 25

ANOVA Results for Multiple Regression Model

	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>Sig.</i>
Regression	52.47	2	26.23	11.60	.000
Residual	409.20	181	2.26		
Total	461.67	183			

Note. R^2 (R^2_{Adjusted}) = .11 (.10)

Table 26 shows the results of multiple regression for online donation intention.

The results demonstrate attitude toward the athletic department significantly predicted the value of donation intention ($\beta = .31$, $t(183) = 4.44$, $p < .05$). Social consciousness also affected value of donation intention ($\beta = .16$, $t(183) = 2.30$, $p < .05$). However, social media use, donation experience, and commitment to intercollegiate sports did not predict online donation intention.

Table 26

Multiple Regression Results for Online Donation Intention

Independent variable	Unstandardized Coefficients		Standardized Coefficients	<i>t</i>	<i>Sig.</i>
	<i>B</i>	<i>SE</i>	<i>B</i>		
(Constant)	.60	.62		.97	.33
Attitude toward the athletic department	.39	.09	.31	4.44	.00
Social consciousness	.19	.08	.16	2.30	.02

Note. $P < .05$

Summary

Results of study two demonstrate that there were mean differences of fans' online donation intentions to the athletic department according to type of CSR initiative (fan participatory / information delivery) (RQ1) and type of media (social media / traditional media) (RQ2). More specifically, fan participatory CSR initiative had a greater effect on fans online donation intentions to the athletic department than information delivery CSR initiative (H1). In the case of media, social media had a greater effect on fans' online donation intentions than traditional media (H2). Thus, hypothesis one and two were accepted. Finally, attitude toward the athletic department and level of social consciousness were significant factors that predicted fans' online donation intentions to the athletic department. A discussion and conclusion of the findings are presented next, in chapter five.

CHAPTER FIVE

DISCUSSION & CONCLUSION

This study examined the influence of strategic CSR initiatives performed by an athletic department on college sport fans' online donation intentions. Two studies were sequentially conducted. Study one examined relationships among factors that affected fans' donation intentions to the athletic department on their official athletic site. Study two examined how CSR initiatives (fan participatory / information delivery) and media (social media / traditional media) affected fans' online donation intentions to an athletic department. Based on the results of the two studies, this chapter accounts for the meaning and importance of the findings in relation to the research questions and hypothesis statements. Theoretical and practical implications, limitations, directions for future research, and conclusion was also presented.

Summarizing Strategic CSR and Online Donation in Intercollegiate Sports

Study One. Study one aimed to answer the research question of whether CSR initiatives of the athletic department significantly affected fans' online donation intentions on the official athletic site and what motivating factors influenced fans' online donation intentions. In terms of donations to the athletic department, study one results showed one fifth of total respondents donated to the University of Minnesota's athletic department and fans also had intentions to donate to the athletic department. In particular, students, alumni, and local resident fans showed high interests in donations to the athletic department. This means that the athletic department can also fundraise money by focusing on middle class individuals (e.g., students, young alumni, or local residents) for

donations in addition to focusing on wealthy individuals or organizations. In this sense, findings of study one offer athletic administrators an important strategy for acquiring donation.

A conceptual model of study one was developed based on the concept of social exchange theory. The theory assumes that individuals tend to behave based on exchanging activities such as benefits, expenses, or self-interest (Gefen & Ridings, 2002). Study one focused on examining how college sports fans' donation intentions to the athletic department were motivated and by what factors. Study one was based on social exchange theory, where it found that CSR initiatives could play an important role in encouraging college sports fans to donate to the athletic department through the official athletic site. With regard to the findings of study one, specific discussions are provided below.

CSR Information Quality and E-Satisfaction with CSR Initiatives (H1). Results of study one showed the quality (adequacy & usefulness) of philanthropic event information presented on the collegiate official athletic site significantly affected a fan's satisfaction with the philanthropic event when they visited the site. That is, fans who visited the official athletic site of the University of Minnesota were satisfied with information about the philanthropic events when contents of philanthropic events were associated with fans' interests (adequacy) and those fans could receive tangible benefits (e.g., free parking or discounted tickets) and/or intangible benefits (e.g., feeling pride or receiving public recognition) from the philanthropic events (usefulness) on the official athletic site of the University of Minnesota. This finding was obtained because fans who visited the official athletic site tended to pay more attention to philanthropic information

that they were interested in and fans evaluated the information based on how the information could positively affect fans' experience. For those reasons, quality (adequacy & usefulness) of CSR information significantly affected fans' e-satisfaction with CSR information.

In terms of the relationship between website information quality and a fan's satisfaction with the website, the literature (Hur et al., 2011; Liu et al., 2000; Yang et al., 2005) notes that website visitors' satisfaction with the website are affected by the website information quality (adequacy & usefulness). In this sense, the results of study one supported previous research (Hur et al., 2011; Liu et al., 2000; Yang et al., 2005). The findings showed more importantly that website information quality significantly affected fans' e-satisfaction with the information in intercollegiate sports context, but it was not different from research about professional sport teams' website (Seo, Green, & Ko, 2007). The website quality was an important factor that affected website visitors' e-satisfaction regardless of professional sports athletic sites or intercollegiate sports athletic sites. This means college sports fans are the same as professional sports fans in terms of e-satisfaction with information of athletic sites. In short, this finding supported previous research (Hur et al., 2011; Liu et al., 2000; Yang et al., 2005) but there was no new knowledge that contributed to previous literature.

E-Satisfaction with CSR Initiatives and Online Donation Intention (H2).

Results of study one showed that a fan's satisfaction with CSR initiatives posted on collegiate official athletic sites influenced a fan's online donation intention to the athletic department. Fans who were satisfied with information about CSR initiatives posted on the official athletic sites were more likely to donate to the University of Minnesota

athletic department on the official athletic site compared to either visitors who were not satisfied or uninterested in the CSR initiatives information presented on the official athletic site. Fans' e-satisfaction with CSR initiatives on the official athletic site positively affected fans' behavioral intentions. Fans could have had a high intention to make a donation to the athletic department because their psychological satisfaction with information about CSR initiatives changed their degree of behavioral intentions. This is consistent with previous research that a consumer's e-satisfaction significantly affected their behavioral intentions such as purchasing intentions (Zeng et al., 2009).

Previous literature (Hur et al., 2011; McKinney et al., 2002) has examined sports fans' e-satisfaction with athletic sites in intercollegiate sports or professional sports contexts. However, there have been limited attempts to examine how sports fans' e-satisfaction affects their behavioral intentions such as purchasing intentions or donation intentions. Only consumer behavior research (e.g., Zeng et al., 2009) revealed the fact that a consumer's e-satisfaction influences their behavioral intentions. In this sense, the findings of study one contribute to previous literature (Hur et al., 2011; McKinney et al., 2002). More specifically, previous literature (Hur et al., 2011; McKinney et al., 2002) has failed to examine the relationship between sport fans' e-satisfaction and fans' behavioral intentions, especially fans' donation intentions. However, the results of study one revealed that sports fans' e-satisfaction could significantly affect fans' behavioral intentions, especially donation intentions in the sports context as with the results of consumer behavior research (e.g., Zeng et al., 2009). In this sense, the findings of study one emphasize the importance of understanding more about fans' behavioral intentions through intercollegiate athletic sites and to understand how the relationship between fans'

e-satisfaction and fan's behavioral intentions in an intercollegiate sports context is different from a professional sports context.

E-Satisfaction with CSR Initiatives and University Attachment (H3). Results of study one found a fan's e-satisfaction with CSR initiatives on the official athletic site affected their attachment to the university. That is, fans who were satisfied with philanthropic events posted on the official athletic site of the University of Minnesota were more likely to be attached to the University. College sports fans regard athletic programs as unique college experiences and tend to be attached to their universities if they are satisfied with those college experiences. Fans in this study were more attached to the University of Minnesota when they were satisfied with philanthropic events introduced on the official athletic site because they felt that the University was a good school in that it was concerned about the local community, which positively affected fans' psychological attachment to the University of Minnesota. This findings can be explained by social learning theory (Bandura, 1977) because people's behaviors are obtained through "direct experience" or "by observing the behavior of others" (Bandura, 1977, p. 3). That is, college fans' attached behaviors to the University were the result of learning through their college experience in relation to University athletics. This is also consistent with previous literature that has demonstrated attachment to a university was positively associated with students' and alumni's satisfaction with unique college experiences at the university (Astin, 1993; France et al., 2010; Light, 2001). In this sense, the results of study one support previous literature about university attachment.

In a professional sports context, previous literature (Kennett-Hensel, 2010; Walker et al., 2010) has demonstrated that many teams have strategic CSR initiatives

such as the Philadelphia Eagles' "Go Green" and the Minnesota Timberwolves' "Fast-Break Foundation," which positively affected their fans' attachment to the respective teams. However, that doesn't mean that those initiatives affect fans' attachment to sports leagues or sports organizations that include those sport teams because those CSR initiatives are performed at the sport team level. In an intercollegiate sport context, however, the concept of attachment to the university is different from the concept of attachment to a professional sport team.

Social learning theory (Bandura, 1977) explains why college sports fans' attachment to the university is different from professional sports fans' attachment to sport leagues or organizations. Unlike professional sports, college athletic programs offer fans great college experiences that fans can be psychologically attached to the university. Fans are more attached to the university through direct experience (e.g., watching a game at a stadium or arena) or by observing their friends' or other fans' behavior (e.g., cheerleading). College sports fans tend to identify an image of their athletic sports programs such as football, basketball, or hockey with an image of their universities. For instance, Gopher sports represent University of Minnesota and badger sports symbolize University of Wisconsin. That is, attachment to athletic programs means attachment to the University.

The results of study one contribute to previous CSR research (Kennett-Hensel, 2010; Walker et al., 2010) because the results showed that the influence of college sports fans' e-satisfaction through the official athletic site on college sports fans' attachment to the University was different from professional sports fans' e-satisfaction and attachment to the sport team. The results are important because attachment to the university is related

to fans' identification with the athletic department. In this sense, an important practical implication for athletic administrators is that athletic administrators should focus on enhancing fans' attachment to the university through promoting CSR initiatives on the official athletic site.

E-Satisfaction with CSR Initiatives and Fan-Athletic Department Identification

(H4). Hur et al. (2011) examined the relationship between a fan's satisfaction with an official athletic site and a fan's loyalty to the athletic department and found that a fan's satisfaction with the official athletic site positively influenced a fan's loyalty to the athletic department. As with the previous research (Hur et al., 2011), the results of study one demonstrated that a fan's satisfaction with CSR initiatives significantly affected a fan's identification with the athletic department. Fans who were satisfied with CSR initiatives on the official athletic site were more likely to have higher identification with the athletic department compared to fans who were not satisfied with those CSR initiatives or fans who were not interested in CSR initiatives on the official athletic site. Bandura (1977) noted that learning is a "cognitive process" through direct experience or observation (p. 3). In other words, people's attitudes and / or behavioral intentions are formed by acquiring information through personal experience or by observing others' behavior. In this sense, fans who acquired information about CSR initiatives directly on the official athletic site and were satisfied with the CSR initiatives learned more about CSR initiatives and formed higher identification with the athletic department than fans who did not experience the CSR initiatives on the official athletic site.

Fans generally tend to be more identified with sports teams where fans' can interact with sports teams and can learn knowledge from them (Fink, Trail, & Anderson,

2002). Fans could have high identification with the University of Minnesota athletic department. It was because fans could receive good information about philanthropic events through the official athletic site and the CSR information satisfied fans so that those fans had more positive attitudes toward the athletic department.

Many studies (Greenwood, Kanters, & Casper, 2006; James & Ross, 2004; Pease & Zhang, 1996; Trail, Anderson, & Fink, 2003; Walker & Kent, 2009; Wann, Ensor, & Bilyeu, 2001) have examined team identification in the sports context. However, previous team identification research has examined professional sports, not intercollegiate sports. Limited empirical attempts to examine how sports fans are identified with a sport team or an organization through fans' e-satisfaction with information of athletic websites, especially universities' official athletic sites have been attempted. Unlike previous team identification research (e.g., Greenwood et al., 2006; James & Ross, 2004; Pease & Zhang, 1996; Trail et al., 2003; Walker & Kent, 2009; Wann et al., 2001), study one focused on understanding the relationship between fans' e-satisfaction and fans' identification with the athletic department in an intercollegiate sports context. In this sense, the findings of study one contribute to previous team identification literature (Greenwood et al., 2006; James & Ross, 2004; Pease & Zhang, 1996; Trail et al., 2003; Walker & Kent, 2009; Wann et al., 2001).

University Attachment and Online Donation Intention (H5). Previous literature (Astin, 1993; France, Finney, & Swerdzewski, 2010; Light, 2001) has demonstrated that there was a positive relationship between attachment to an institution of higher education and satisfaction with one's college experience. Based on the literature, it was assumed that there is a positive relationship between attachment to the institution and satisfaction

with college sport events, and fans who are attached to the institution through sporting events are more interested in donating to an athletic department. However, the results of study one showed there was no significant relationship between university attachment and fans' online donation intentions. More specifically, student group and faculty/staff group were more attached to the University of Minnesota than alumni group and local resident fan group but those two groups had lower online donation intentions than alumni group and local resident group. In other words, alumni group and local resident fan group had a higher willingness to make donations to the athletic department even though those two groups had relatively low attachment to the University of Minnesota.

Fans who mostly have a high attachment to the university do not necessarily have a willingness to make donations to the athletic department. That is, attachment to the university does not predict donation intentions to the athletic department. Even though previous research (Astin, 1993; France et al., 2010; Light, 2001) has demonstrated a positive relationship between attachment to the university and satisfaction with college experience, attachment to the university was immaterial with donation intentions to the athletic department in this intercollegiate sports context.

Fan-Athletic Department Identification and Online Donation Intention (H6).

Results of study one showed that a fan's identification with the athletic department through philanthropic events information posted on the official athletic site affected the fan's online donation intention to the athletic department. Social learning theory (Bandura, 1977) suggests that people's behaviors are acquired through direct experience. That is, fans' online donation intentions were affected by fans' experience about CSR initiatives on the official athletic site. However, this finding cannot be fully explained by

social learning theory (Bandura, 1977). Even though fans' identification with the athletic department influenced fans' donation intentions, it did not significantly affect fans' online donation intentions. This is because there was no direct connection between fans' team identification and fans' donation intentions to the athletic department. According to social learning theory (Bandura, 1977), fans' direct experiences are important to affect their behavioral intentions, but it does not guarantee that those direct experiences significantly affect fans' behavioral intentions. This is because the extent to which people obtain information from direct experiences is different according to the extent to which those experiences are directly associated with people's interests.

Fans could be more identified with the athletic department through CSR initiatives on the official athletic site (H5) but the fans' identification was not enough to affect fans' donation intentions directly. For example, fans could be more identified with a sports team if the team performed a donation event to support children who were fighting cancer because the donation event could allow fans to have more positive attitudes toward the sports team. However, there is no guarantee that fans would participate in the donation event right after they receive the event information because it depends on the extent to which the donation event is associated with fans. In this sense, fans' identification with the athletic department affects fans' donation intentions but it is not a significant factor that directly influenced fans' donation intentions.

In terms of team identification, previous research has noted that team identification significantly affected fans' behavioral intentions such as purchasing intentions or revisit intentions (Eddy, 2014; Judson & Carpenter, 2005; Matsuoka, Chelladurai, & Harada, 2003; Sutton, McDonald, Milne, & Cimperman, 1997). However,

there have been limited attempts to examine the relationship between fan identification and fans' donation intentions, especially in an intercollegiate sports context. Unlike the results of previous team identification research (Eddy, 2014; Judson & Carpenter, 2005; Matsuoka et al., 2003; Sutton et al., 1997), the findings of study one revealed that fan identification may not significantly affect fans' behavioral intentions, especially donation intentions. In this sense, the results of study one contribute to previous literature (Eddy, 2014; Judson & Carpenter, 2005; Matsuoka et al., 2003; Sutton et al., 1997).

Price Sensitivity and Online Donation Intention (H7). Results of study one showed there was no relationship between the price sensitivity and online donation intention. Previous studies (Meer, 2014; Strahilevitz, 1999) demonstrated that price of donation affects people's willingness to donate to organizations. People's donation intentions are affected by the amount of disposable money available to donate to organizations. It was therefore assumed that a designated minimum amount of donation on the official athletic site affects fans' online donation intentions to the athletic department. In this study, however, the designated minimum amount of donation to the athletic department was not an important factor that affected fans' online donation intentions to the athletic department. The extent to which fans were sensitive to a designated minimum amount of donation to the athletic department did not affect fans' willingness to donate to the athletic department. This finding can be explained by social learning theory (Bandura, 1977) in that people's behaviors are significantly affected through direct experience or by observing other people's behaviors. In other words, fans' online donation intentions were more affected by fans' personal experiences associated with donation (e.g., previous direct donation experience or indirect experience through

others' donations) than by designated minimum amount of donation. Fans assumedly who were willing to make donations to the athletic department on the official athletic site already had strong intentions to donate to the athletic department regardless of the designated minimum amount for donation. This finding contributes to previous literature because the finding revealed that donation price may not be an important predictor that affect people's donation intentions in the context of intercollegiate sports.

Ease of Donation and Online Donation Intention (H8). According to previous research (e.g., Taylor et al., 2001), the extent to which website visitors can navigate the website easily and find information in a short amount of time significantly affected the website visitor's attitude and behavioral intention. This study therefore assumed that the extent to which the official athletic site donation procedure was easy and simple significantly influenced a fan's willingness to donate to the athletic department. The results showed that ease of donation was an important factor that affected fans' donation intentions to the athletic department. As expected, it is because fans would be reluctant to make donations to the athletic department online if they had a hard time finding CSR initiatives information on the official athletic site and / or the procedure was too complicated and /or took too long. Previous research (e.g., Taylor et al., 2001) did not examine the influence of online donation procedure on sport fans' donation intentions, while study one focused on examining how ease of the procedure for donating on the athletic website affects fans' donation intentions in the context of college sports. In this sense, the findings of study one complements previous research (e.g., Taylor et al., 2001).

Utility satisfaction and online donation intention (H9). Study one results showed that utility satisfaction affected a fan's online donation intention but it was not

significant. Utility satisfaction means the extent to which donors are satisfied with recognizing whether their contributions are used for a good cause (Holquist, 2011). As with previous research (e.g., Holquist, 2011), the results of study one demonstrated that utility satisfaction affected fans' donation intentions to the athletic department. Fans who could ensure whether the donation was meaningfully used by the athletic department (i.e., went to a good cause such as supporting student-athletes or contributing to sports facility construction) were more likely to donate to the athletic department. However, utility satisfaction was not a significant factor that affected fans' online donation intentions compared to other factors such as ease of donation or receiving services. It can be assumed that it is because people tend to believe that their donations will be used for right purposes that they want and they tend not to keep track of their donations. For instance, people who are interested in supporting victims of a disaster through a donation campaign on Facebook would be more likely to donate to organizations, because people tend to assume that the money would go toward helping those people who suffered from a natural disaster such as an earthquake or a tornado.

Previous literature (e.g., Holquist, 2011) has noted that utility satisfaction affected donation intentions. However, the results of study one revealed that utility satisfaction may not significantly affect people's donation intentions. In relation to social learning theory (Bandura, 1977), it is because personal donation experience more significantly affects fans' donation intentions than recognizing where the money goes. The findings of study one contribute to previous research about utility satisfaction (e.g., Holquist, 2011) in that it attempted to examine the relationship between utility satisfaction and donation intention in the context of sports.

Receiving Services and Online Donation Intention (H10). Previous literature (Billing et al., 1985; Holquist, 2011; Ko et al., 2013; Tsiotsou, 1998, 2007) demonstrated that tangible benefits such as free parking or discount tickets was a significant factor that affected fans' donation intentions. As with the previous research, the results of study one revealed that tangible benefits, which is called *receiving services* were a significant factor that attracted college sports fans' online donation intentions to the athletic department. Similar to fans in professional sports, college sports fans also tend to have higher intentions to make donations to the athletic department when college sports fans receive useful benefits such as free parking or discount tickets in exchange for donations to the athletic department. Therefore, the findings support previous research (Billing et al., 1985; Holquist, 2011; Ko et al., 2013; Tsiotsou, 1998, 2007) in that the findings demonstrated that tangible benefits were a significant factor that affected fans' donation intentions regardless of college sports or professional sports.

Frequency of Visiting the Official Athletic Site, Demographic Information (Household Income & Age) and Online Donation Intention. The results of study one showed that frequency of visiting the official athletic site predicted online donation intention. Fans who visited the official athletic site frequently were more likely to donate to the athletic department online. Fans most likely had more opportunities to see information about CSR initiatives on the official athletic site and therefore they were more likely to be interested in the CSR initiatives. This means fans could learn more about CSR initiatives performed by the athletic department on the official athletic site and those experiences about visiting the official athletic site affected fans' donation intentions to the athletic department. In this sense, this finding is supported by social

learning theory (Bandura, 1977). However, household income and age did not predict fans' online donation intentions. In other words, fans' donation intentions to the athletic department had nothing to do with the extent to which fans had enough money to donate and the extent to which fans were at older age enough to donate to the athletic department. In relation to social learning theory (Bandura, 1977), fans' donation intentions to the athletic department were more affected by fans' personal experiences about the donation than by household income or age. In other words, the extent to which fans could be engaged in CSR initiatives more significantly affected fans' donation intentions than household income and age. For instance, students who were attached to their universities' athletic programs were more in favor of participating in a donation campaign to support student-athletes than local companies' CEOs who were not interested in the universities or universities' athletic programs at all. In this sense, household income and age were not significant factors that affected fans' online donation intentions to the athletic department.

Conceptual Model of Study One. The conceptual model of study one was developed to examine specific relationships among CSR information quality (adequacy & usefulness), fans' satisfaction with CSR events, university attachment, fans' identification with the athletic department, donation motivations to the athletic department, and online donation intention based on the literature (Astin, 1993; Eddy, 2014; France et al., 2010; Hur et al., 2011; Judson & Carpenter, 2005; Ko et al., 2013; Light, 2001; Matsuoka et al., 2003; Sutton et al., 1997). In the initial conceptual model, two variables (university attachment and price sensitivity) did not predict fans' online donation intentions to the athletic department. Fans' attachment to the university and designated amount of

donation did not fit within the model to explain college sports fans' donation intentions to the athletic department. According to social learning theory (Bandura, 1977), people's behaviors are significantly affected by direct experience or indirect experience from others' behaviors. In the case of attachment to the university, there was no direct connection between attachment to the university and donation intention to the athletic department. That is, fans' online donation intentions to the athletic department were not affected by the extent to which fans were attached to the university, because attachment to the university was nothing to do with the learning experience about CSR initiatives on the official athletic site. In the case of price sensitivity, it did not affect fans' online donation intentions because many fans already had intentions to donate to the athletic department regardless of designated amount of donation. In short, learning through experience (e.g., previous donation experience) more significantly affected fans' donation intentions than those two factors, attachment to the university and price sensitivity. Presumably university attachment and price sensitivity were inappropriate to examine online donation in college sports context.

For this reason, the initial conceptual model was revised by excluding hypothesis five (university attachment and online donation intention) and hypothesis seven (price sensitivity and online donation intention). After taking out these two hypotheses, the revised conceptual model fit to explain relationships between CSR initiatives and online donation intentions in college sports. The revised conceptual model successfully demonstrated the traditional model of the relationships between website quality, e-satisfaction, and e-loyalty in professional sports (Hur et al., 2011) because the findings of study one showed the quality of CSR information on the official athletic site (adequacy &

usefulness) significantly affected fans' e-satisfaction with the official athletic site and fans' identification toward the athletic department. Unlike the initial conceptual model, the revised model can be explained by social learning theory (Bandura, 1977). According to the theory, people tend to behave based on acquired information from direct experience or by observing other fans' behaviors. As with social learning theory, fans who acquired information about CSR initiatives on the official athlete determined their donations based on what they learned about CSR initiatives, including contents of CSR initiatives, how to donate to the athletic department on the official athletic site, and the extent they were satisfied with CSR initiatives.

Previous donation research (Billing et al., 1985; Mahony et al., 2003; Staurowski et al., 1996; Tsotsou, 2007; Verner et al., 1998; Walker, 2013) has focused mostly on developing conceptual models associated with sport fans' donation motivations to sport teams or organizations. Limited attempts have been made to develop a conceptual model associated with CSR and donations, especially online donations through intercollegiate athletic sites. However, the revised conceptual model of study one attempted to examine how philanthropic events performed by the athletic department influenced college sports fans' online donation intentions to the department instead of focusing only on finding donation motivations in college sports context. In this sense, the revised conceptual model of study one can be beneficial to examine future research about online donation through philanthropic events in college sports context.

Study Two. The purpose of study two was to examine group differences of a fan's donation intention to an intercollegiate athletic department according to type of

CSR initiative and media. More specifically, study two was aimed to answer the following two research questions:

RQ 1: Are fan participatory CSR initiatives more effective on a fan's online donation intention toward the athletic department than information delivery CSR initiatives?

RQ 2: Are CSR initiatives through social media more effective on a fan's online donation intention toward the athletic department than CSR initiatives through traditional media?

ANCOVA was performed to examine the effect of different types of CSR initiative on online donation intention (RQ1) and the effect of different types of media on online donation intention (RQ2) with controlling effects of potential confounding variables, including attitude toward the athletic department, social consciousness, commitment to intercollegiate sports, social media use, and donation experience. As a result of the ANCOVA, a fan's attitude toward the athletic department, social consciousness, and commitment to intercollegiate sports were confounding variables that affected fans' donation intentions to the athletic department. Controlling for those confounding variables, there were significant group differences for a fan's donation intention to the athletic department according to type of CSR initiative and media. With regard to the findings of study two, specific discussions are provided below.

Type of CSR Initiatives and Online Donation Intention. For the first research question, the results of study two showed that respondents' donation intentions to the athletic department were higher when the fan participatory donation event was given to

respondents compared to when the donation event that simply delivered information to respondents was given regardless of media type (social media / traditional media). In other words, whether through social media (e.g., Facebook) or through traditional media (e.g., newspaper), fans had a higher willingness to donate to the athletic department when fans could participate in the donation event directly rather than when fans only passively received the donation information from the athletic department. According to commitment-trust theory of relationship marketing (Morgan & Hunt, 1994), a key to successful relationship marketing between individuals and organizations relies on the extent to which individuals can trust organizations (Rousseau et al., 1998) and the extent to which individuals desire to maintain the relationship (Moorman et al., 1992). Trust and commitment to the relationship are also important factors for successful communication in social networking (Luo, 2002). Chaudhri and Wang (2007) noted that web-based CSR marketing can be successful when the CSR information is meaningful to online users. In study two, fans' online donation intentions were higher when fans could participate in the philanthropic event directly and when they could be engaged in the event easily. This was possible because fans could build trust with the athletic department by communicating with the athletic department through social networking sites and they had high commitment to the athletic department through the philanthropic event.

Fans tend to pay more attention to events when they can be engaged in those events directly and when they can receive benefits (e.g., free game tickets or feeling pride) in return for participating in those events. For example, fans would be willing to participate in a donation event associated with supporting student-athletes if they could receive a football season ticket in return for participating in the donation event. However,

there would be no guarantee that fans would participate in the donation event if fans were just asked to donate to support student-athletes without activities that fans can be engaged in. In this sense, fan participatory CSR initiatives affected fans' online donation intentions more significantly than information delivery CSR initiatives regardless of media type (social media / traditional media).

Previous literature (Grunig & Hunt, 1984; Kent & Taylor, 1998, 2002; Morgan & Hunt, 1994) has noted the importance of interactive relationship between organizations and consumers. Interactive relationship is a psychological connection between two or more parties based on exchanging messages. As with the previous literature, the findings of study two revealed an interactive relationship between the athletic department and college sports fans significantly affected those fans' behavioral intentions, especially donation intentions to the athletic department. In this sense, the findings of study two support previous research. Even though there was no new knowledge in terms of interactive relationship compared to previous research, the findings of study two were meaningful because the results showed the importance of interactive relationship between fans and sports organizations in the context of sports.

Type of Media and Online Donation Intention. For the second research question, findings of study two showed that fans' donation intentions to the athletic department were higher when communicating CSR initiatives through social media (e.g., Facebook) than communicating CSR initiatives through traditional media (e.g., newspaper). Social media was therefore more of an effective communication vehicle to affect fans' online donation intentions. This finding can be explained by two-way symmetrical communication model (Grunig & Hunt, 1984) and dialogic communication theory (Kent

& Taylor, 1998, 2002). Two-way symmetrical communication model emphasizes mutual understanding between individuals and organizations through communication channels (e.g. social networking sites). Grunig and Hunt (1984) noted that message delivery can be more effective when the message is delivered through two-way communication channels such as social media than one-way communication channels such as traditional media (e.g., TV or newspaper). It is because individuals can obtain more information through the interactive communication process. Dialogic communication theory offers information about how successful relationship between individual and organizations through web technology are attained (Kent & Taylor, 1998). A successful relationship through web technology relies on whether individuals can receive feedback from organizations, whether useful information is provided, and whether individuals can easily acquire information on websites (Kent & Taylor, 1998).

In study two, fans' online donation intentions were higher when CSR initiatives were presented to fans through social media (e.g., Facebook) than traditional media (e.g., newspaper) and presumably could acquire much detail and useful information that affected their donation intentions through the Facebook page than through the newspaper. For example, in the case of newspaper, the donation event information is limited to delivering written messages (e.g., time and location, donation methods, or benefits) or photos associated with the donation event. However, in the case of Facebook, fans can obtain much information about the donation event by watching introductory videos or photos, by referring to other fans' comments, by navigating Facebook page, and/or by chatting with other fans and so on. Fans can make a decision about the donation to the athletic department based on an abundance of information through Facebook than the

newspaper. In this sense, social media (e.g., Facebook) was more effective communication vehicle to affect fans' donation intentions than traditional media (e.g., newspaper).

The findings of study two were consistent with previous research (Grunig & Hunt, 1984; Kent & Taylor, 1998, 2002; Morgan & Hunt, 1994). The findings demonstrated that interactive relationships through social media can be an effective way to attract sports fans. In this sense, the findings of study two support previous literature. Social media can be more effective communication channel than traditional media according to two-way symmetrical communication model (Grunig & Hunt, 1984) because social media allows individuals to acquire much more information than traditional media. However, it does not mean that social media is always better a communication channel than traditional media. It is because the extent to which meaningful CSR initiatives are provided to individuals is another key factor to be successful relationship marketing according to dialogic communication theory (Kent & Taylor, 1998).

Interaction Effect between Type of CSR Initiatives and Media. The results of study two showed that there was no significant interaction effect between type of CSR initiative and media on fans' online donation intentions to the athletic department. In other words, fans' donation intentions were affected by type of CSR initiative (fan participatory / information delivery) and media (social media / traditional media) separately. Especially, fans' online donation intentions were more explained by type of CSR initiative than type of media. That is, fans were more affected by contents of philanthropic events than by how the information was delivered to them. For example,

those people who are interested in a donation event to support student-athletes are more likely to donate to the athletic department regardless of whether they see the event information on Facebook or newspaper. This is because they are already satisfied with the donation event and they have already strong intentions to donate to the athletic department. In this situation, whether they receive the information through Facebook or newspaper is not important to them.

Regarding influence of CSR initiatives on fans' online donation intentions, the commitment-trust theory of relationship marketing (Morgan & Hunt, 1994) demonstrated fans' online donation intentions were more affected by fan participatory CSR initiatives than information delivery CSR initiatives. With regard to influence of media on fans' online donation intentions, two-way symmetrical communication model (Grunig & Hunt, 1984) and dialogic communication theory (Kent & Taylor, 1998, 2002) proved that social media (e.g., Facebook) was more effective communication vehicle than traditional media (e.g., newspaper) only if fan participatory CSR initiatives were given to fans. Above three theories have in common because those are based on interaction between individuals and organizations. However, the commitment-trust theory of relationship marketing (Morgan & Hunt, 1994) is different from other two communication theories, two-way symmetrical communication model (Grunig & Hunt, 1984) and dialogic communication theory (Kent & Taylor, 1998, 2002). That is, the commitment-trust theory of relationship marketing (Morgan & Hunt, 1994) focuses more on psychological relationship between individuals and organizations, while two-way symmetrical communication model (Grunig & Hunt, 1984) and dialogic communication theory (Kent & Taylor, 1998, 2002) focus more on how messages can be delivered effectively. In this

sense, it can be assumed that there was no interaction effect between type of CSR initiatives and media because CSR initiatives and media were explained by different theories separately. In short, there was no interaction effect between type of CSR initiative and media on fans' donation intentions because type of CSR affected more significantly fans' donation intentions compared to media. This finding is important because in practice athletic administrators should focus more on the contents of philanthropic events rather than focusing on the type of media.

Theoretical Implications

CSR research has been extensively examined in professional sports (Babiak et al., 2012; Babiak & Wolfe, 2006; Kott, 2005; Robinson, 2005; Sheth & Babiak, 2010; Smith & Westerbeek, 2007; Walker & Kent, 2009) based on traditional theories that have been used for CSR research, such as stakeholder theory (Jamali, 2008), social identity theory (Gond et al., 2010), and social exchange theory (Gond et al., 2010; Salam et al., 1998; Shiau & Luo, 2012). However, there have been limited attempts to apply the strategic concept of CSR to the context of intercollegiate sports. Unlike previous research, this study attempted to examine strategic CSR in intercollegiate sports through relationship marketing theory (e.g., the commitment-trust theory) and communication theories (e.g., two-way symmetrical communication model and dialogic communication theory) in addition to social exchange theory. With regard to theoretical implications, specific discussions are mentioned below.

Study One. The conceptual model of study one was developed based on social exchange theory (Gond et al., 2010; Salam et al., 1998; Shiau & Luo, 2012) because study one focused on examining how college sports fans were motivated by CSR

initiatives to participate in donating on the official athletic site. In the conceptual model of study one, relationships among CSR information quality, a fan's e-satisfaction with CSR initiatives, a fan's identification with the athletic department, ease of donation, utility satisfaction, receiving services, and online donation intentions were supported by social exchange theory. the results demonstrated that college sports fans' donation behaviors were based on exchange benefits, receiving tangible benefits (e.g., free parking or discount tickets) or intangible benefits (e.g., satisfaction or team identification) in return for donating to the athletic department. However, the relationship between university attachment and online donation intention and the relationship between price sensitivity and online donation intention were not supported by the social exchange theory. This can be assumed that it is because fans' donation intentions to the athletic department were a nonfactor with fans' attachment to the University and designated amount of donation. Those two factors, attachment to the university and price sensitivity, did not affect fans' decision making to exchange benefits. In other words, influences of attachment to the university and price sensitivity on fans' online donation intentions were not supported by social exchange theory (Varadarajan & Menon, 1988). In this sense, findings of study one contribute to previous CSR literature.

Study Two. Study two explored the importance of message delivery to college sport fans based on two communication theories, two-way symmetrical communication model (Grunig & Hunt, 1984) and dialogic communication theory (Kent & Taylor, 1998, 2002), and importance of relationship marketing based on the commitment-trust theory of relationship marketing (Morgan & Hunt, 1994). Study two results demonstrated that fans were willing to make a donation to the athletic department when they could participate in

the philanthropic event directly rather than when they just received information about the philanthropic event and were just asked a donation to the athletic department. This finding was supported by the commitment-trust theory of relationship marketing (Morgan & Hunt, 1994). Morgan and Hunt (1994) noted that successful relationship between individuals and organizations relies on building trust and commitment to the relationship through interaction. In the case of fan participatory philanthropic event, fans could be engaged in the athletic department through the event and fans could communicate and interact with the athletic department through the event. Unlike the fan participatory philanthropic event, there was no interaction and communication between fans and the athletic department in the information delivery philanthropic event. Fans could receive information about the philanthropic event without participation or communication with the athletic department. In this sense, fan participatory philanthropic event was more effective way to build a good relationship between fans and the athletic department than information delivery philanthropic event. In short, fan participatory philanthropic event was more effective CSR initiative to attract fans' online donation intentions than information delivery philanthropic event.

In the case of effects of media on fans' online donation intentions, the results of study two demonstrated that social media (e.g., Facebook) was a more effective communication tool compared with traditional media (e.g., newspaper). This finding was supported by two-way symmetrical communication model (Grunig & Hunt, 1984) and dialogic communication theory (Kent & Taylor, 1998, 2002). According to two-way symmetrical communication model (Grunig & Hunt, 1984), message delivery is more

effective through two-way communication channel such as social media (e.g., Facebook) than one-way communication channel such as traditional media (e.g., newspaper).

The finding is also explained by dialogic communication theory (Kent & Taylor, 1998, 2002). According to the theory, successful relationship between individuals and organizations through technology relies on the extent to which individuals can acquire information easily on websites and the extent to which information is meaningful to individuals. This means the extent to which meaningful CSR information is delivered to college sports fans through social media is a key factor to attract those fans' online donation intentions to the athletic department.

Previous CSR research in sports has been examined based mainly on social exchange theory (Salam et al., 1998; Shiau & Luo, 2012) but did not attempt to conduct CSR research based on marketing or communication theories. Study two attempted to explain how fans' online donation intentions are affected according to type of CSR initiative and media based on one relationship marketing theory and two communication theories. In this sense, study two findings contribute to previous CSR literature.

Practical Implications

Previous CSR research (Babiak et al., 2012; Babiak & Wolfe, 2006; Kott, 2005; Robinson, 2005; Sheth & Babiak, 2010; Smith & Westerbeek, 2007; Walker & Kent, 2009) has failed to examine the relationship between CSR initiatives and media in sports contexts. In particular, there have been minimal attempts to find connections between CSR initiatives performed by intercollegiate athletic department and fans' online donations to the department. In terms of using official collegiate athletic sites or social networking sites for donation, most athletic departments in NCAA Division I-A did not

attempt to utilize their athletic sites or social networking sites as strategic marketing vehicles to attract fans' donations to the athletic department. However, this study demonstrated how the athletic department could take advantage of philanthropic events as an effective marketing vehicle to attract fans' donations through online media. In this sense, this study offers practical implications to intercollegiate athletic administrators.

Study One. Study one has several implications for intercollegiate athletic administrators. First, study one results offer practical information to athletic department administrators who plan to launch philanthropic events for the purpose of fundraising or enhancing community involvement. They have to keep in mind whether the event can be useful for local fans, whether fans can be easily engaged in the philanthropic event, and whether fans can easily acquire information about philanthropic events on the official athletic site. College sport fans' satisfaction with philanthropic events performed by the athletic department relies heavily on the quality of information (adequacy & usefulness) presented on the school's official athletic site.

Second, athletic administrators who manage donations should develop unique and meaningful events in which their fans can be easily engaged (e.g., family night event, children's day event, or homecoming event). For instance, the athletic department could consider hosting music festival concerts at stadiums or arenas associated with supporting student-athletes so that local residents can enjoy the music festivals with diverse physical activities and contribute to supporting student-athletes. Those events can be beneficial to the athletic department because it can help fans to support student-athletes and enhance community relations as well as providing local fans with a unique experience. In this

sense athletic administrators should consider developing effective philanthropic initiatives to attract local fans.

Third, athletic administrators should keep in mind the fact that philanthropic events can affect fans' attachment to the school so that the institution can maintain a good reputation and emotional bond within their local communities. According to the results of study one, fans who were satisfied with information of the philanthropic event presented on the official athletic site were more likely to be attached to the University. Attachment to the University plays an important role for enhancing social bonding in a local community. In this sense, athletic administrators should pay more attention to developing philanthropic events associated with the University (e.g., student-athlete event or alumni event) to enhance attachment to the University.

Fourth, athletic administrators should keep in mind the fact that fans would not be willing to make a donation to the athletic department just because fans have higher attachment to the university via philanthropic events on the official athletic site. According to findings of study one, fans' attachment to the University of Minnesota did not affect those fans' online donation intentions to the athletic department. Fan identification was a more important factor that affected fans' online donation intentions through philanthropic events performed by the athletic department than fans' level of attachment to the institution. Athletic administrators should therefore focus more on enhancing fan experience based on interesting activities such as "half time contests" or "photo time with student athletes" in order fans to be identified with the athletic department and should focus less on activities that are not associated with local college

sports fans and the school's athletic programs, such as a fundraising event for local politicians.

Finally, athletic administrators should develop more useful and diverse benefit options such as mobile coupons for merchandise, authority to use stadiums or arenas for the purpose of events, or on-site services to enhance fan experience in addition to traditional benefits such as free parking or discount tickets. Many fans are using smartphone and purchasing merchandise through a mobile payment system. Mobile coupons can be attractive benefits for potential donors. In the case of using stadiums or arenas, many professional sports teams (e.g., Los Angeles Dodgers and New York Yankees) are allowing their fans to use their facilities for family parties, school events, press conferences and so on. As with professional sports teams, universities can take advantage of facilities for their fans. Regarding on-site services, athletic department can provide a luxury suite or premium seating for those fans who donated to the athletic department. Those ideas can be used for attracting fans' donations to the athletic department.

Findings of study one showed receiving benefits from the athletic department was a significant factor that affected fans' online donation intentions to the athletic department. This is consistent with previous research about donation motivations (Billing et al., 1985; Holquist, 2011; Ko, Rhee, Walker, & Lee, 2013; Tsiotsou, 1998, 2007). In this sense, more useful and diverse benefits will attract fans' attentions to donate to the athletic department.

Study Two. In terms of the influence of CSR initiatives on a fan's online donation intention, study two results contributed to our understanding of how fan

engagement through social media played an important role for attracting fans' online donation intentions to an athletic department. Athletic administrators who are in charge of fan relations and fundraising should pay more attention to taking advantage of social media platforms that fans can be engaged in with satisfaction instead of just informing fans about philanthropic activities. Fans are more likely to make donations to the athletic department when they are psychologically connected to the philanthropic event and they are willing to participate in the event online. As discussed above, fans can receive much information about philanthropic events through social networking sites because fans can refer to other fans comments and fans can get relevant event information by chatting with other fans and so on. Therefore, athletic administrators should develop philanthropic events through diverse social media channels such as Facebook, Twitter, and YouTube.

The results of study two also showed that fans' attitudes toward the athletic department and fans' level of social consciousness affected fans' online donation intentions to the athletic department. Fans who had a high interest in social issues such as education or the environment, and had positive attitudes toward the athletic department were more likely to make donations to the athletic department compared to fans who were not interested in those social issues and have neutral or negative attitudes toward the athletic department. Therefore, athletic administrators should consider social issues (e.g., environmental issue, education, or unemployment) that attract fans' attentions so that the fans can develop positive attitudes toward the athletic department and the causes it supports. For example, philanthropic events associated with supporting local high school students' or college students' successful academic achievement can attract local fans who have their children attending in local high schools or colleges. Those fans would be more

interested in the event because they would associate the event with their children. In this sense, athletic administrators who are in charge of philanthropic events should pay more attentions to social issues such as education or environmental issues.

Limitations

Study One. Study one contributes to our understanding of strategic ways that athletic departments can benefit by utilizing philanthropic events. However, study one had several limitations that should be considered in future research. First, it focused only on collecting data from fans who visited the University of Minnesota official athletic site. Study one did not consider fans who were willing to make donations to the athletic programs but were not familiar with using online websites. This means that study one assumed older fans also visited the official athletic site, and they were familiar with using the website, and philanthropic events posted on the official athletic site affected those fans' donation intentions regardless of age. In reality, however, young people (e.g., students and young alumni) tend to use internet more often than older people (Hargittai & Hinnant, 2008). Therefore, future research should clarify the population of the study and collect samples from more specific age groups so that the study can generate more generalizable results to all adult age populations.

Second, there was a population issue. The population of study one was a fan of the University of Minnesota sports. A sports fan can be defined as a highly identified person with a particular sport team, coach, or athlete (Robinson & Trail, 2003; Trail, Robinson, Dick, & Gillentine, 2003). Based on the concept of the sports fan, a college sports fan was defined as a person who has behavioral commitment and is psychologically attached to their universities' or colleges' athletic departments/teams in

the study one and samples were collected from students, faculty/staff, alumni, and local residents who had no direct connection with the University of Minnesota but just loved their athletic programs and watch athletic sports competitions. Even though the population was specifically defined enough to collect samples by using stratified random sampling, a more distinct and detailed population should have been set instead of using an abstractive population. Therefore, similar future research should consider more specific populations and samples such as alumni of the university based on several conditions, including age, gender, donation experience, and frequency of visits to the official athletic site to generate more accurate and specific conclusions.

Third, generalizability was another study limitation. Study one aimed to examine the influence of philanthropic events performed by the University of Minnesota athletic department on fans' online donation intentions to those philanthropic events through the official athletic site. Even though study one results provide meaningful information about a strategic way to attract fans' donation intentions through CSR initiatives, it only examined fans at one university. The results of study one therefore cannot be generalized and applied to other athletic programs at universities and colleges because the way that each athletic department operates their athletic programs varies as does the size of the athletic programs among schools like the difference between Division I schools and Division III schools. Thus, future research should focus more on generalizability by considering homogeneous groups such as schools in one conference or institutions in different NCAA Divisions.

Finally, study one had a limitation in terms of the research design in the sense that it did not specify the philanthropic event used in the survey questionnaire. There was also

insufficient explanation and information so that participants could understand the exact situation in the survey. Since the data collection of study one was based on an online survey, more specific information about the contents of the philanthropic event posted on the official athletic site, where the information could be found on the website, and the way that website visitors can make a donation on the website should have been given to the participants with visual and verbal information so that they could understand the environmental setting accurately and avoid biased information before they started the online survey. Based on these limitations, future research related to the application of CSR initiatives on intercollegiate sports should design specific and realistic philanthropic events that athletic departments at universities and colleges can utilize for the purpose of enhancing benefits because fans might have different levels of intentions to donate to their athletic programs according to different philanthropic events. In addition, future research should design precise environmental settings and provide enough information to survey participants so they do not misinterpret the survey situation.

Study Two. Study two has several limitations in terms of internal and external validity. First, there is an internal validity issue due to sampling bias. Samples were collected through an online experiment. Information about the purpose of study, procedure, stimuli, and questions were given to each participant in advance through an introductory email. However, the environmental setting could not be controlled for every participant identically and the individual's biased information could not be controlled in advance, because the data was collected through self-administered online experiment. Even though the experimental survey was well designed under the instruction of experiment experts, it was not able to check whether each participant understood the

situation of each scenario given them. In this sense, future studies should develop a well-designed sampling method through face-to-face experimental surveys instead of online experimental surveys to control the environmental setting of the experiment accurately.

With regard to the external validity issue of study two, there is a generalizability problem. In study two, samples were collected only from sports fans of the University of Minnesota. Even though diversified samples were collected from students, faculty/staff, and alumni, the results of study two are not generalizable and cannot be applied to intercollegiate sports fans at other NCAA universities and colleges. Therefore, future studies should consider samples from a variety of intercollegiate sports fans in several demographic areas in order to generalize the results of the study.

Another study limitation was that it only considered donations, which are only part of CSR initiatives. In this sense, effectiveness of CSR initiatives in intercollegiate sports cannot be generalized. Therefore, other types of CSR activities associated with environment, public health, human rights, and education should also be examined in future research to determine whether CSR initiatives performed by the athletic department are really effective at attracting intercollegiate fans' attention. In the same context, only Facebook and newspapers were used as examples of social media and traditional media respectively. Other social media channels such as Twitter, LinkedIn, YouTube, and blogs, as well as other traditional media such as television, radio, and magazine should be considered in order to generalize the effectiveness of CSR initiatives according to media in future studies.

Future Research

Study one aimed to extend the concept of strategic CSR that has been used in professional sports to intercollegiate sports. Despite attempts to examine the influence of CSR initiatives performed by athletic departments on college sport fans' donation intentions, many unanswered questions remain about strategic CSR in intercollegiate sports. In this study, only donation events were used as a philanthropic events. Despite the meaningful results found in study one, the effectiveness of CSR initiatives on college sports fans' behavioral intentions can be different according to type of philanthropic events and type of college sport fans. For instance, the influence of philanthropic events associated with supporting student athletes' college life on fans' donations may be different from the influence of philanthropic events related to supporting homeless on fans' donations. In addition, the way that fans in the Big Ten Conference support their university athletic departments may be different from fans in other conferences such as the Pacific Twelve future research should examine more diverse CSR initiatives associated with education, environment, and public health for college sports fans across the nation and/or conferences. Therefore, based on study two results, future research should focus more on examining the effects of new media on college sport fans' attitudes and behaviors toward CSR initiatives performed by athletic departments. Future research should examine the influence of specific types of new media (e.g., Facebook, Twitter, YouTube, LinkedIn, Pinterest, Flickr, or blogs) and specific CSR initiatives (e.g., youth sports, education, environment, or public health) on college sports fans' attitudes and behaviors toward the athletic department. That is because each type of new media has a different message delivery platform and the influence of CSR initiative on fans' attitudes

and behaviors toward the athletic department can be different according to the type of new media combined with CSR initiatives.

Further research should also focus on developing research methods that can be used extensively to CSR research in intercollegiate sports. This study was conducted in the form of an online survey and experiment. Despite the meaningful results, the study had internal and external validity issues because the research was conducted in a limited environment with particular respondents. In this sense, future research should develop appropriate research designs in order to minimize internal and external validity issues.

Conclusion

This study aimed to examine how CSR initiatives performed by an athletic department affect college sport fans' donation intentions online. While previous CSR research focused heavily on professional sports (e.g., Babiak et al., 2012; Babiak & Wolfe, 2006, 2009; Brietbarth & Harris, 2008; Sheth & Babiak, 2010; Smith & Westerbeek, 2007; Walker & Kent, 2009), this study is important because it attempted to examine how an intercollegiate athletic department can strategically take advantage of CSR initiatives to enhance community relations as well as fundraising through online donations in the context of college sports. Two studies were conducted to address the research purpose. Study one aimed to answer the research question about how a collegiate athletic department's CSR initiatives affect a fan's online donation intention on the official athletic site and what motivating factors influence a fan's online donation intention. Study one findings demonstrated philanthropic events performed by athletic departments affected a fan's online donation intention on the official athletic site. A fan's

e-satisfaction with CSR information about philanthropic events posted on the official athletic site was affected by the quality of CSR event information (adequacy & usefulness), and a fan's e-satisfaction with CSR initiatives affected a fan's online donation intention to the athletic department. A fan's online donation intention was also affected by a fan's identification with the athletic department, ease of donation, utility satisfaction, and receiving services in addition to a fan's e-satisfaction with philanthropic events.

Study two examined how the influence of CSR initiatives on fans' online donation intentions to the athletic department is different according to type of CSR initiatives (fan participatory / information delivery) and type of media (social media / traditional media). Results of study two showed that fans' online donation intentions to the athletic department were more affected by fan participatory CSR initiatives than information delivery CSR initiatives regardless of media type. In the case of media, social media (e.g., Facebook) had a greater effect on a fan's online donation intention to the athletic department than traditional media (e.g., newspaper).

This study was theoretically informed by the communication theories two-way symmetrical model (Grunig & Hunt, 1984), dialogic communication theory (Kent & Taylor, 1998, 2002), and the commitment-trust theory of relationship marketing (Morgan & Hunt, 1994) in addition to social exchange theory (Hsu & Lin, 2008; Salam et al., 1998; Shiau & Luo, 2012) that explains fans' donation motivations. This study incorporated these specific communication theories with social exchange theory to understand how interactive communication through CSR initiative affected fans' online

donation intentions. In this sense, this study offers theoretical implications to CSR researchers in intercollegiate sports.

This study also provides athletic administrators with practical implications. The results showed that fans were more willing to make donations to the athletic department when they were satisfied with the philanthropic events on the official athletic site and when they could engage in the philanthropic events directly through social networking sites. In this sense, athletic administrators should develop unique and diverse CSR initiatives such as “half time event” or “photo time with student athletes” so that fans can be satisfied with those CSR initiatives and make donations to the athletic department.

Despite contributions to researchers and athletic administrators in athletic departments, this study has several limitations. In terms of internal validity issue, this study has a limitation because environmental settings of online survey and experiment were not successfully controlled in advance. That is, effects of confounding variables attributed to participants were not effectively controlled because two sub-studies were conducted in the form of online survey and online experiment respectively. With regard to external validity issue, this study has a generalizability issue because the study used convenience samples. In other words, this study only considered fans of the University of Minnesota. For this reason, results of this study cannot be generalizable to other fans at universities or colleges.

Based on the findings and limitations, future research should focus more on examining more specific types of CSR initiatives related to education, environmental issues or public health in order to provide athletic departments with useful information about effective CSR initiatives that can attract college sports fans. In addition, future

research should focus more on developing appropriate research methods that can generally apply to CSR research in intercollegiate sports to minimize internal validity issues. Finally, future research should use appropriate random samples that can generalize results of research instead of using convenience samples to reduce external validity issues.

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APPENDICES

APPENDIX A

Consent Information for Research

A study of strategic Corporate Social Responsibility and Online donation in intercollegiate sports

You are invited to be in a research study titled “A study of strategic Corporate Social Responsibility and online donation in intercollegiate sports.” You were selected as possible participant because this study is designed for sport fans of the University of Minnesota athletics, including students, employees, alumni, and other fans that live in Minnesota. We ask that you read this form and ask any questions you may have before agreeing to be in the study. This study is being conducted by Geumchan Hwang under the instruction of Dr. Lisa A. Kihl in the School of Kinesiology at the University of Minnesota. If you agree to be in this study, we would ask you to do the following things:

The purpose of this study is to examine the effectiveness of strategic Corporate Social Responsibility initiatives on intercollegiate sport fans’ donation intentions toward their athletic department. This survey is anonymous and takes only 10 minutes. You will not be asked to provide any personal information. The only thing that you have to do is to listen to the instructions and answer the questions.

The records of this study will be kept private. In any sort of report we might publish, we will not include any information that will make it possible to identify participants. Research records will be stored securely and only researchers will have access to the records. Participation in this study is voluntary. Your decision whether or not to participate will not affect your current or future relations with the University of Minnesota.

Risks and Benefits

This study has minimal risks, which means there are no physical or psychological factors that might affect participants in this study. There are no direct benefits but participants will be able to understand importance of the study at the end of the survey.

The researchers conducting this study are:

Geumchan Hwang: Graduate student, University of Minnesota

Telephone number: 573-673-2864

Email address: hwan0139@umn.edu

Lisa A. Kihl. Ph.D (Advisor): Associate Professor, University of Minnesota

Telephone number: 612-624-3150

Email address: lkihl@umn.edu

**I have read this consent form and have been given the opportunity to ask questions.
I give my consent to participate in this study.**

Name of participant

Date

Signature

If you have any questions or concerns regarding the study and would like to talk to someone other than the researcher(s), you are encouraged to contact the Research Subjects' Advocate Line, D-528 Mayo, 420 Delaware Street S. E., Minneapolis, Minnesota, 55455; telephone (612) 625-1650.

APPENDIX B**Questionnaire of Study One**

Q1. What is your gender?

① Male

② Female

Q2. What is your age? _____

Q3. What is a total household income of your family?

① Less than \$10,000

② \$10,000 - \$39,999

③ \$40,000 - \$69,999

④ \$70,000 - \$99,999

⑤ \$100,000 or more

Q4. I am currently a(n) _____

① Undergraduate / graduate student at the University of Minnesota

② Faculty / staff at the University of Minnesota

③ Alumni of the University of Minnesota

④ None of the above

Q5. How frequently do you visit the University of Minnesota Official Athletic Site?

① 1-5 / month

② 6-10 / month

③ 11-15 / month

④ 16+ / month

⑤ Other answer _____

Q6. Have you used the University of Minnesota Official Athletic Site to gather information about philanthropy events about community welfare, education, health, poverty, or environmental concerns?

① Yes

② No

Q7. Have you used the University of Minnesota Official Athletic Site to gather information about how you could financially give to the athletic programs?

① Yes

② No

Q8. Have you ever donated to the athletic department at the University of Minnesota?

(If “**Yes**,” please go to the **Q9-1**. If “**No**,” please go to the **Q9-2**)

- 1** Yes **2** No

Q9-1. If you have a donation experience to the athletic department at the U of M,
what motivates you to make a donation?

(Multiple answers are available)

- 1** To feel pride in the success of the athletic programs at the University of Minnesota
- 2** To support the athletic department for a philanthropic purpose
- 3** To show my dedication to the athletic department at the U of M
- 4** To have an opportunity to shape the direction of the department
- 5** To receive public recognition for my contribution
- 6** To receive tangible benefits such a parking privilege, ticket discount, or tax deduction
- 7** Other reasons _____

Q9-2. If you have **NOT** experienced donation to the athletic department, what was the
reason or concern?

(Multiple answers are available)

- 1** Because I was not familiar with how to make a donation to the athletic department at
the U of M
- 2** Because I was not interested in donation to the athletic department at the U of M
- 3** Because there was no direct benefit for the donation to the athletic department at the U
of M
- 4** Because I was not satisfied with the athletic department’s philanthropy programs or
events
- 5** Because a system of donation to the athletic department looked unsafe
- 6** Other reasons _____

Q10. How many times have you been to a stadium or arena to watch U of M sports games in the past year?

- 1** Never **2** 1-5 / year **3** 6-10 / year **4** 11-15 / year
5 16+ / year

Q11.

Strongly
Disagree

Neutral

Strongly
Agree

I am willing to make a donation to the athletic department online if the philanthropic events about community welfare, education, health, poverty, or environmental concerns are useful to me

1 **2** **3** **4** **5** **6** **7**

The U of M official athletic site includes a lot of information about philanthropic events

① ② ③ ④ ⑤ ⑥ ⑦

Obtaining information related to philanthropic events on the official athletic site is useful to me

1 **2** **3** **4** **5** **6** **7**

The philanthropic events contained on the official athletic site provide me with a wide range of information

1 **2** **3** **4** **5** **6** **7**

I usually go to the official athletic site more often than the Gopher Sports Facebook or Twitter because of abundant information

1 **2** **3** **4** **5** **6** **7**

I will not consider the donation to the athletic department if the philanthropic events have nothing to do with me

1 **2** **3** **4** **5** **6** **7**

Q12.

	Strongly Disagree			Neutral			Strongly Agree
I am satisfied with the information that talks about their philanthropic events on the official athletic site	①	②	③	④	⑤	⑥	⑦
Being satisfied with the philanthropic events is one of the important reasons I support the U of M athletic programs	①	②	③	④	⑤	⑥	⑦
Based on all of my experience with the philanthropic events on the official athletic site, I feel very satisfied	①	②	③	④	⑤	⑥	⑦
Being satisfied with information of the philanthropic events on the athletic site is important for me to make a decision to donate to the athletic department	①	②	③	④	⑤	⑥	⑦

Q13.

	Strongly Disagree			Neutral			Strongly Agree
When considering making a donation to the athletic department on the official athletic site, it is important to me that I receive benefits such as reduced game tickets, tax deductions, preferred seating, valet parking, or various athletic program gifts	①	②	③	④	⑤	⑥	⑦
It is important to me that I receive benefits related to athletic programs for my monetary gifts	①	②	③	④	⑤	⑥	⑦
I will make a donation to the athletic department if I can receive useful benefits in exchange for my donation	①	②	③	④	⑤	⑥	⑦

Q14.

	Strongly Disagree		Neutral			Strongly Agree
When considering making a donation to philanthropic events performed by the athletic department online, it is important for me to recognize the use of my contribution	①	②	③	④	⑤	⑥ ⑦
Being satisfied with knowing the use of my contribution will affect my donation intention to philanthropic events performed by the athletic department	①	②	③	④	⑤	⑥ ⑦
My donation will make me feel I am supporting the athletic programs in the athletic department	①	②	③	④	⑤	⑥ ⑦
I intend to make a donation online to philanthropic events performed by the athletic department if I can recognize the use of my contribution	①	②	③	④	⑤	⑥ ⑦

Q15.

	Strongly Disagree		Neutral			Strongly Agree
I will not make a donation to the athletic department online if it takes a long time or if too much information about the donor is required	①	②	③	④	⑤	⑥ ⑦
Ease of finding information about how to make a donation on the official athletic site is important for me to make a decision to donate	①	②	③	④	⑤	⑥ ⑦
I will make a donation to the athletic department online if I can easily access the donation page on the official athletic site	①	②	③	④	⑤	⑥ ⑦
Ease of the donation process on the official athletic site will affect my donation intention	①	②	③	④	⑤	⑥ ⑦

Q16.Strongly
Disagree

Neutral

Strongly
Agree

I will not make a donation to the athletic department if a minimum amount is designated on the official athletic site and the minimum is too high

① ② ③ ④ ⑤ ⑥ ⑦

When considering making a donation to the athletic department online, price information regarding how much I should donate online to the athletic department is important to me

① ② ③ ④ ⑤ ⑥ ⑦

I will donate to the athletic department only if there is a price option I can select on the official athletic site

① ② ③ ④ ⑤ ⑥ ⑦

The designated minimum amount of the donation will affect my willingness to donate to the athletic department on the official athletic site

① ② ③ ④ ⑤ ⑥ ⑦

Q17.Strongly
Disagree

Neutral

Strongly
Agree

I will donate to philanthropic events performed by the athletic department on the official athletic site

① ② ③ ④ ⑤ ⑥ ⑦

I intend to donate to philanthropic events performed by the athletic department on the official athletic site

① ② ③ ④ ⑤ ⑥ ⑦

I am determined to donate to philanthropic events performed by the athletic department on the official athletic site

① ② ③ ④ ⑤ ⑥ ⑦

Q18.

	Strongly Disagree			Neutral			Strongly Agree
I consider myself a “real” fan of the athletic department at the U of M	①	②	③	④	⑤	⑥	⑦
I have a lot of great memories from attending games at the U of M	①	②	③	④	⑤	⑥	⑦
Being a fan of the athletic department at the U of M is very important to me	①	②	③	④	⑤	⑥	⑦
I would experience a loss if I had to stop being a fan of the athletic department at the U of M	①	②	③	④	⑤	⑥	⑦

Q19.

	Strongly Disagree			Neutral			Strongly Agree
A sense of belonging to the U of M is important to me	①	②	③	④	⑤	⑥	⑦
I feel I am attached to the U of M	①	②	③	④	⑤	⑥	⑦
I feel I am close to other members of the U of M community	①	②	③	④	⑤	⑥	⑦
I think students, employees, or alumni of the U of M have influenced my thoughts and behaviors	①	②	③	④	⑤	⑥	⑦

APPENDIX C

Experimental Materials of Study Two

Scenario One: Fan Participatory CSR Initiative through Social Media

BIG STATE UNIVERSITY

SEASON TICKETS | PARKING PASSES | PREMIUM SEATS | LEGACY GIVING | FACILITY PROJECTS | ABOUT US

COMMIT TO EXCELLENCE

LIVE CHAT
CURRENTLY OFFLINE
MON-FRI • 9AM-5PM

NOW HAPPENING
2014 FB Relocation Login
CLICK HERE

2014-15 Men's Basketball Season Tickets Now Available
CLICK HERE

Participate in a donation event

The Big State University athletics launched a donation campaign in which you are encouraged to support student-athletes. Your donation will be used to create a track and soccer field, and support tutoring programs for student-athletes. Your donation will improve the overall experience of student-athletes, and seeks to build community inside and outside of the University.

You can make a 10\$ donation by showing your love to your friends and family through your stories, photos or videos on the official Facebook site. You can also donate by clicking a "like" or "share" buttons, or writing a comment on others' posting. A "like" on a posting will donate \$2, a "comment" will donate \$5, and a "share" will donate \$10.

We believe each of you has a unique and amazing story to tell. If you have one yourself or know of your friend who has one share the story with us. It doesn't have to be your life's story. May be it's a sport events, an anecdote, or a chance connection with student-athletes. Share your story now. We'd love to hear from you.
Click here to participate in the event.

Stay Connected
f t YouTube

Facebook Page: School Sports Team
Welcome to the Official Facebook Fan Page for Lanfield University Athletics!
127,554 likes · 7,503 talking about this

Tell us Your Story
1 like = 2\$
1 comment = 5\$
1 share = 10\$

SHOW YOUR LOVE, SHARE YOUR LOVE
\$10 \$25 \$50 \$100 \$250
Make a 10\$ donation and upload your photo or video to show your love
Learn more about donations on Facebook. [Donate Now](#)

Select a payment method
Total: \$10.00 USD
New credit/debit card
New PayPal account
PayPal

DONATE NOW

Scenario Two: Information Delivery CSR Initiative through Social Media


BIG STATE UNIVERSITY

[SEASON TICKETS](#)
[PARKING PASSES](#)
[PREMIUM SEATS](#)
[LEGACY GIVING](#)
[FACILITY PROJECTS](#)
[ABOUT US](#)

[MEMBER LOGIN](#)



COMMIT TO EXCELLENCE

[LEARN MORE](#)



Participate in a donation event

The Big State University athletics launched a donation campaign in which you are encouraged to support student-athletes. Your donation will be used to create a track and soccer field, and support tutoring programs for student-athletes. Your donation will improve the overall experience of student-athletes, and seeks to build community inside and outside of the University.

We are sure you are aware of the important role that the athletic department plays in helping student athletes through the donation campaign. This campaign is supported largely by the support of generous fans who contribute to our donation campaign. This year's goal is to continue providing tutoring program services to those student athletes who are in need of assistance, and supporting construction of the track and soccer field.

You can easily donate to student-athletes on the official Facebook site by using your student ID card or credit card. [Click here to make a donation.](#)

[DONATE NOW](#)

LIVE CHAT
CURRENTLY OFFLINE

NON-FBI + 8AM-5PM

NOW HAPPENING

2014 FB Relocation Login
[CLICK HERE](#)

2014-15 Men's Basketball Season Tickets Now Available
[CLICK HERE](#)

Stay Connected







Scenario Three: Fan Participatory CSR Initiative through Traditional Media

THE TRIBUNE NEWS

VOL. 02

Wednesday, March 12, 2014

NO. 01

The Big State University athletic department outlines donation plans for student-athletes

By Alicia Adamczyk

News Editor

Published Wednesday, March 12, 2014

The Big State University athletic department is going to launch a donation campaign in which fans are encouraged to support student-athletes. Donations will be used to create a track and soccer field, and support tutoring programs for student-athletes. The athletic department expects donations will improve the overall experience of student-athletes, and seeks to build community inside and outside of the University.

According to the donation campaign, people can make a 10\$ donation to student-athletes by creating special photos or videos at the studio located in the bookstore at the Big State University. People can also share stories with others by sending photos or videos to the athletic department. Those stories will be introduced to others in the Big State University game that you hope to attend with your friends and family.

For more information about the donation event, contact donation program director in the athletic department, by email (scott1963@lanfield.edu) or 553-853-2546.



Scenario Four: Information Delivery CSR Initiative through Traditional Media

THE TRIBUNE NEWS

VOL. 02

Wednesday, March 12, 2014

NO. 01

The Big State University athletic department outlines donation plans for student-athletes

By Alicia Adamczyk**News Editor****Published Wednesday, March 12, 2014**

The Big State University athletic department launched a donation campaign in which fans are encouraged to support student-athletes. Donations will be used to create a track and soccer field, and support tutoring programs for student-athletes. The athletic department expects donations will improve the overall experience of student-athletes, and seeks to build community inside and outside of the University.

The campaign is supported largely by the support of generous fans who contribute to the donation campaign. You can either send your donation to student-athletes directly to the Big State University athletic department or via your credit card over the phone.

For more information about supporting the donation event, contact donation program director by email (scott1963@lanfield.edu) or 553-853-2546.



APPENDIX D

Study Two Questionnaire

Q1. What is your gender?

① Male

② Female

Q2. What is your age? _____

Q3. What is a total household income of your family?

① Less than \$10,000

② \$10,000 - \$39,999

③ \$40,000 - \$69,999

④ \$70,000 - \$99,999

⑤ \$100,000 or more

Q4. I am currently a (n) _____

① Undergraduate / graduate student at the University of Minnesota

② Faculty / employee at the University of Minnesota

③ Alumni of the University of Minnesota

④ None of the above

Q5. How frequently do you visit the University of Minnesota Official Athletic Site?

① 1-5 / month

② 6-10 / month

③ 11-15 / month

④ 16+ / month

⑤ Other answer _____

Q6.

Strongly
Disagree

Neutral

Strongly
Agree

When considering making a donation to the Big State University athletic department, I will consider philanthropy initiatives associated with community welfare, education, health, poverty, or environmental concerns

① ② ③ ④ ⑤ ⑥ ⑦

The fact that the Big State University athletic department supports philanthropy initiatives will enter into my donation decisions to the athletic department

① ② ③ ④ ⑤ ⑥ ⑦

The Big State University's level of involvement in philanthropy initiatives will directly impact my donation decisions

① ② ③ ④ ⑤ ⑥ ⑦

Q7.

Strongly
Disagree

Neutral

Strongly
Agree

Assuming I am a fan of the Big State University athletics, I will donate to the Big State University athletic department online by participating in the donation event explained above

① ② ③ ④ ⑤ ⑥ ⑦

Based on the donation event explained above, I intend to donate to the Big State University athletic department online

① ② ③ ④ ⑤ ⑥ ⑦

I am determined to donate to the athletic department online through the donation event explained above to support the Big State University athletic department

① ② ③ ④ ⑤ ⑥ ⑦

Q8.

Strongly
Disagree

Neutral

Strongly
Agree

I like the athletic department at the University of Minnesota

① ② ③ ④ ⑤ ⑥ ⑦

I have a favorable disposition toward the athletic department at the U of M

① ② ③ ④ ⑤ ⑥ ⑦

Image of the athletic department at the U of M is positive

① ② ③ ④ ⑤ ⑥ ⑦

I am satisfied with the athletic department at the U of M

① ② ③ ④ ⑤ ⑥ ⑦

Q9.Strongly
Disagree

Neutral

Strongly
Agree

Being aware of social issues such as the environment, health, and education is important to me

① ② ③ ④ ⑤ ⑥ ⑦

I pay more attention to social issues [such as the environment, health, education, civil rights, labor practices, violence] than other topics.

① ② ③ ④ ⑤ ⑥ ⑦

I am concerned about social issues [such as environment, health, education, civil rights, labor practices, violence] in my community.

① ② ③ ④ ⑤ ⑥ ⑦

I consider myself to be a socially conscious person

① ② ③ ④ ⑤ ⑥ ⑦

Q10.Strongly
Disagree

Neutral

Strongly
Agree

Using social media is part of my daily life

① ② ③ ④ ⑤ ⑥ ⑦

Social media is useful and beneficial to me

① ② ③ ④ ⑤ ⑥ ⑦

I usually acquire much information through social media

① ② ③ ④ ⑤ ⑥ ⑦

I spend more time on social media than traditional media such as TV, radio, and books

① ② ③ ④ ⑤ ⑥ ⑦

Q11.

	Strongly Disagree			Neutral			Strongly Agree
Direct or indirect experiences of donations in my life influence on my donation intentions	①	②	③	④	⑤	⑥	⑦
My past donation experiences are important for me to make donations to help others	①	②	③	④	⑤	⑥	⑦
I will donate to others in the near future based on my previous donation experiences	①	②	③	④	⑤	⑥	⑦

Q12.

	Strongly Disagree			Neutral			Strongly Agree
I really care about intercollegiate sports	①	②	③	④	⑤	⑥	⑦
Intercollegiate sports are important to me	①	②	③	④	⑤	⑥	⑦
I am passionate about watching and attending intercollegiate sport games	①	②	③	④	⑤	⑥	⑦
It is worthwhile for me to watch and attend intercollegiate sport games	①	②	③	④	⑤	⑥	⑦

Q13. Thank you for your participation. Based on the fictitious scenario that you have seen in this survey, please answer the following two questions.

- I think the donation event described in the scenario was more associated with

Simple information
delivery event

Fan participation event

1

2

3

4

5

6

7

- The scenario used in this survey was more associated with

Traditional media
(TV, newspaper)

Social media
(Facebook, Twitter)

1

2

3

4

5

6

7